

**PSYCHOLOGICAL FACTORS INFLUENCING WORK PERFORMANCE AMONG  
POLICE OFFICERS BASED AT POLICE HEADQUARTERS, NAIROBI, KENYA**

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**PSYCHOLOGY OF**


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## DECLARATION AND RECOMMENDATION

### Declaration

This Project is my original work and has not been presented in any other University or institution of higher learning for any academic award.

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### Recommendation

This project is submitted for examination with my approval as university supervisor.

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## DEDICATION

I dedicate this project to my husband Collins Nandasaba Masolo and my children Barak, and Trizabeth.



## **ACKNOWLEDGEMENT**

I would like to express my sincere gratitude to all those who supported me throughout the duration of my research project. I am especially thankful to my supervisor, Dr. Mokua Gilbert Maroko, for his invaluable guidance and encouragement. My appreciation also extends to my colleagues and friends for their insight and camaraderie.

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## ABSTRACT

The purpose of this study was to investigate the relationship between psychological factors and work performance of Administration Police Officers stationed at the Nairobi Police Headquarters, Kenya. The objectives included assessing the impact of stress, anger, and sleep deprivation on job performance. The study used descriptive research design. The study adopted foundational theories which are Maslow's Hierarchy of Needs and the Cognitive Activation Theory of Stress to frame the analysis of psychological distress on occupational efficacy. The study used a sample size of 200 police officers selected through stratified proportionate random sampling from a target population of 400 police officers. Data was primarily collected through structured questionnaires. Statistical analyses, including percentages and Pearson correlation tests, were conducted to determine the relationships among the variables, facilitating an understanding of psychological factors influencing performance. Results revealed significant psychological burdens among officers, with 84.5% responding to the study highlighting the prevalence of work-related stress, expressed anger, and sleep deprivation. Specifically, over 50% reported high stress levels linked to excessive workloads and long hours. Correlational analysis indicated a weak positive association between stress and work performance ( $r = .164, p < .05$ ), suggesting that while some stress may enhance performance, excessive stress typically detracts from effectiveness. Moreover, anger significantly impacted on job satisfaction and turnover, as 61% of officers indicated feelings of anger toward uncooperative colleagues. This was further affirmed by a positive correlation between anger levels and performance ( $r = .247, p < .01$ ). Sleep deprivation was notably detrimental, correlating with reduced work performance ( $r = .368, p < .01$ ), as 50% acknowledged inadequate sleep significantly hindered performance. The implications of these findings underline the urgent need for strategic interventions within the national police force. Recommendations include implementing comprehensive wellness programs targeting stress management and anger regulation, revising workload distribution policies, enhancing communication strategies, and addressing sleep quality through organizational adjustments.

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## ABBREVIATIONS AND ACRONYMS

**CATS:** Cognitive activation theory of stress

**COVID-19:** Corona virus disease 2019.

**DK:** Declarative knowledge

**ICT:** Information Communication Technology

**MOT:** Motivation

**NSI:** National Officer Safety Initiatives (NOSI)

**NPS:** National Police Service

**OSA:** Obstructive sleep apnea

**SMEs:** Small and medium enterprises

**SWSD:** Shift work sleep disorder



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## CHAPTER ONE

### INTRODUCTION

#### 1.1. Background to the study

Work performance is a crucial issue in organizations, that has attracted global research and scholarship. Performance of work is viewed as an action where a person can successfully complete the job that he or she is assigned to do, which are determined by the normal constraints of reasonable utilization of the resources that are within their reach (Ahmad et al., 2018). Work performance can be affected by several factors including psychological factors. Psychological issues have emerged to have an influence on the mental health and emotional intelligence of workers which, in turn, affects the performance of workers. The effects may be positive or negative, depending on whether the psychological factors are progressive or adverse. A prime illustration of such factors that severely affect police officers includes stress, anger, anxiety, and sleep deprivation (lack of enough sleep), among others. Iskanto (2021) determined that stress at work can result in feelings of fear, anxiety and anger, causing poor mental and psychological health.

From a global perspective, police officers are frequently subjected to challenging working conditions that contribute to stress and various psychological factors within the policing profession. In Malaysia, police officers have been subjected to issues related to stress, emotional intelligence, and social support (Ahmad et al., 2018). The results of this research relate the current study in the sense that Kenyan police officers are experiencing similar problems as those found in Malaysia. Research has also shown that working for long hours in excess of the expected eight hours daily shift mostly without rest and adequate sleep has immensely affected them. They are

also exposed to danger that creates anxiety and fear that may have a negative impact on work performance. They also experience several adverse psychological factors like anger, anxiety, sleep deprivation, poor interpersonal relationships with their families and high level of stress among them. These factors have adversely affected the mental health and emotional intelligence of individuals in the workplace. Research showed a heightened occurrence of mental well-being issues among the police service in China, which rose during the COVID-19 pandemic, affecting the work performance of these officers (Wu et al., 2023). During this time, many police officers experienced tremendous negative emotions, leading to more adverse mental health problems. The study evidence indicated a positive rate of detection of mental health among the police office standing at 37.75 percent, which accounted for over a third of the police officers having poor mental health (Wu et al., 2023). The level of mental health illnesses among police officers, in research conducted in Wuhan, appeared greater as compared to the usual level of medical staff, probably stemming from elevated levels of occupational stress and work overload (Duxbury et al., 2017). The implication of the results of these global studies is that they provide an understanding of how psychological factors such as stress are immensely contributing to low performance of work among the police professionals globally.

In developed nations such as the United States, there is constant criticism of lethal shootings by police officers. A case that involved The Michael Brown, where an Afro-American teenager was shot by a police officer on August 9th, 2014, raised substantial concern on racism being the trigger of police shootings (Cojean et al. et al., 2020). However, most of the cases of this nature are attributed to the police officers undergoing some psychological issues. Researchers argue that it is essential to identify the psychological factors underlying their use of any form of violence on people. Increased levels of stress, anger, and other psychological factors are among the triggers of

such decisions they make in the course of their work. Therefore, the studies conducted in developed nations conclude that the decision of police officers employing force in their operations depends on the psychological condition of these professionals, even though other factors may be considered.

Stress and distress levels have been high among the police officers in Sub-Saharan Africa, leading to many cases of suicide and low work performance among these professionals. In Nigeria, police service has under immense pressure both external and internal factors in a couple of past years. According to Adegoke (2014), the police system is under a high level of stress and distress. The study found a significance level of 0.05, indicating a significant association between stress and the psychological well-being of police professionals in the region. Many police officers (93.4 percent) acknowledge that stress is high among them (John-Akinola et al., 2020). These prevailing high cases of stress in the Nigerian police service stems from terrorism on Nigerians by the Boko-Haram Group and others (Adegoke, 2013). Moreover, the study shows that elevated levels of stress have connection with lower performance of the workers.

Negative effects of internal stress have been further found to be emanating from organization settings via poor administration that can be devastating. Several factors contributing to occupational stress among police employees include challenging working environments, extended working hours, irregular eating habits, insufficient sleep, the need to make immediate decisions, limited time for family, inadequate living conditions, restricted time for leisure activities, and difficulties with superiors (Alabi, 2020). In South Africa, police service department is also struggling with how to cope stress among its employees. The study that Mushwana (2019) conducted in Tzaneen, Limpopo Province in South Africa show that most police officers face elevated degrees of stress, especially who have no support from their families. The comparisons

were made between female and male police officers in different ranks. This research supports other researchers in South Africa who established that police officers face more psychological suffering including workplace stressors.

Research carried out in Uganda presents similar findings, indicating that police officers in this country experience stress-related events that make them less productive at the place of work. The various negative effects that come with traumatic events among the police services comprise poor sleep quality and an elevated prevalence of mental health issues (Isabirye et al., 2022). According to Njiro et al. (2021), 19.8 percent of police officers in Tanzania suffered depression, while 15.4 percent contemplated committing suicide. These results of these investigations show the connection between psychological factors and work performance among the police professionals. Therefore, the current study can use this information from the studies carried out in this region to predict the probable outcomes.

In Kenya, the police system has also met several challenges that have contributed poor performance among these professionals. The report of the Republic of Kenya (2009) indicated that with excessive pressure at work, the job demands cannot be met among the police officers. The report further indicates that the motivation of such officers has been fading away and they have started losing interest in work performance. This situation stems from the fact that they spend most of their time at their working environment. The performance of any police officer at his or her place needs to be a concern for all the organizations and departments regardless of all the conditions and (Republic of Kenya, 2018). Furthermore, the National Police Service (NOSI) (2020) reports that, in Kenya, nearly 60 police officers commit suicide every year. The report indicates that Nyeri Sub- County takes lead in suicide cases among police employees. In this

research, psychological issues like stress, anger, and sleep disorders will be assessed on how they influence the work performance of these officers.

The Government of Kenya has been conducting police reforms over the past years, with the focus on streamlining the NPS to improve the work performance among the police employees. According to Koech (2016), the government has realized the importance of addressing the psychological issues affecting the NPS by harmonizing pay benefits and coming up with interventions to improve efficiency in the work performance of these officers. Some of such factors that have affected the service delivery and work performance of these employees include poor leadership, poor pay, and poor employee relations, among others.

In a psychological perspective, it is essential for the police sector to give aide to the police officers in coping with issues like stress to improve their work performance. Coping relates to the intentional effort to overcome adverse personal and interpersonal issues, and the attempt to minimize stress or conflict (Ambrus et al., 2016). How one handles stress depends on one's ability to manage external and internal forces (Wu et al., 2020). This study, thus, seeks to investigate the psychological factors affecting the administration police at the Nairobi police headquarters.

## **1.2. Statement of the Problem**

A complete operational police system plays a crucial role in maintaining peace, protecting property, ensuring laws are followed, and providing security in a country. The police service in Kenya experiences numerous problems, which are related to psychological factors that immensely affect work performance of the professionals in this field. Workplace stress is one of such issues that have caused police officers to record high rates of reduced job performance among the police

officers in Kenya (Jonyo, 2015). However, there is little that has been studied about the relationships between the psychological factors and the work performance among these professionals. Therefore, this research aimed at filling this gap by investigating psychological aspects affecting work performance among national police officers based at Jogoo house Police Headquarters, located in Nairobi Kenya.

### **1.3. The Purpose of the study**

This research was conducted to investigate the psychological factors affecting work performance among the national police officers in Kenya.

### **1.4. Objectives of the Study**

The study was guided by the following objectives:

- i) To determine how stress affects work performance among Administration Police Officers at Police headquarters Nairobi Kenya.
- ii) To investigate the extent to which anger affects work performance amongst the Administration Police at Police headquarters Nairobi Kenya.
- iii) To examine the relationship between sleep deprivation and work performance among police officers at Nairobi Police headquarters.

### **1.5. Research Questions**

The research questions that that this research sought to address were:

- i) How does work stress affects work performance among Administration Police Officers at Police headquarters Nairobi Kenya?
- To what extent does anger affect work performance among the Administration Police at

Police Headquarters in Nairobi, Kenya?

- ii) What is the relationship between sleep deprivation and work performance among police officers at Nairobi Police headquarters?

### **1.6. Justification of the Study**

This research was carried out to investigate the psychological factors affecting work performance among national police officers in the Nairobi Headquarter. Despite police service having been identified and studied in previous studies, there lacks the knowledge concerning the personal views of the connection between the psychological aspects such as stress, anger, and sleep deprivation, and work performance in this department. The selection of these three factors was based on the fact that that they are the greatest contributor to low work performance as compared to other issues. The choice of Nairobi is considered because the police officers are exposed to heightened work-related challenges due of a highly diverse population. This site also records many cases of crimes, which require police officers to work harder than their colleagues in regions with fewer cases. As the police workforce is experiencing increased threats concerning poor work performance, many people would not believe that these professionals encounter psychological issues that contribute to this situation. The findings of the research would offer insight into the three psychological factors commonly known to be affecting the work performance police officers. With the various reforms that the police service has undergone, the leaders of the sector need to understand the perception of the staff on the psychological factors affecting them because they have a potential effect on their work performance. The data that was gathered through this research would have the potential to be utilized by the sector to create awareness of the psychological issues in the police service that affect their work performance.

## **1.7. Research Significance**

An investigation on the influence of psychological issues on job performance among the national police officers may be significant to this department, policymakers, and social scientists in numerous ways. The research may be significant because it would immensely broaden the knowledge of the matters relating to psychological counselling. The study may also address the gap identified in the previous studies on the topic under investigation. The extent to which the past approaches have aided the police officers to eliminate the psychological factors that have contributed to low performance at the workplace may be determined. The study may also suggest the best solution that the police department can adopt to improve the well-being of the staffs to improve their work performance.

## **1.8. Scope of the Study**

### **Scope of the Study**

This study investigated the psychological factors - specifically stress, anger, and sleep deprivation - that influenced the work performance of national police officers at Nairobi Police Headquarters. The research was grounded in Maslow's hierarchy of needs and the cognitive activation theory of stress, which together provided a robust framework for examining the relationships between these psychological variables and work performance indicators such as job dissatisfaction, increased turnover, and overall performance decline. Additionally, the study considered government policies and organizational management as intervening variables.

The research was confined to Nairobi Police Headquarters, with a focus on five specific departments: counselling, ICT, human resources, criminal investigation, and logistics. This delimitation ensured that the study captured data relevant to these key operational areas, while also acknowledging that the findings might not represent experiences outside this setting. Only National Police Officers stationed at Nairobi Police Headquarters were included, a decision driven by limitations in time and resources that precluded broader National coverage.

Data were collected using a questionnaire-based survey method that incorporated both closed and open-ended questions to gather quantitative and qualitative insights. Although interviews or observational methods might have enriched the data, they were not feasible under the given constraints. Furthermore, the study was restricted to the psychological aspects (stress, anger, and sleep deprivation) affecting work performance, as framed by the selected theories, even though other variables and perspectives existed.

A descriptive research design was chosen to systematically capture and analyse the then-current state of psychological influences on work performance. This design enabled a structured exploration of the relationships between variables, providing clear insights into the patterns and extent of these influences within the defined setting. Moreover, stratified random sampling was employed instead of a census approach due to time and resource limitations. By dividing the police officers into strata based on departmental affiliation and randomly selecting respondents within each stratum, the study ensured a representative sample that reflected the diversity of experiences across departments while remaining feasible within the available constraints.

### **1.9. Limitation of the Study**

This study used a descriptive design. The main limitation of this design was the generalizability of results. This situation arises from the fact that Nairobi police headquarters is an extremely small area in Kenya in comparison with the size of the country. The study relied on questionnaire-based data collection. While open ended questions were incorporated to supplement quantitative findings with qualitative insights, this approach may not have fully captured the depth, contextual richness or complexity of participants experiences that could have been achieved through complementary methods such as interviews or observational techniques, time and resources allowing this. The qualitative responses remained inherently constrained by the structured format of the questionnaire, potentially limiting the participants' ability to elaborate freely or provide nuanced perspectives. Additionally, the theories applied had the

limitation of constraining researchers to concentrate solely on the variables under investigation (anger, stress, and sleep deprivation). Nonetheless, the utilization of both theories complemented each other by offering valuable insights into the relationship between psychological issues and work performance among police officers.

### **1.10. Assumptions of the Study**

The assumptions of the study were:

1. **Stress and Work Performance:** Stress negatively impacts work performance, leading to reduced productivity, poor decision-making, and absenteeism.
2. **Anger and Work Performance:** Anger impairs teamwork, increases conflicts, and affects judgment, reducing overall performance.
3. **Sleep Deprivation and Work Performance:** Lack of sleep lowers concentration, slows reaction times, and increases errors, diminishing work efficiency.

### **1.11. Operational Definition of Terms**

**Anger:** It refers to an emotion indicating the police officer's reaction to and distraction from feelings that he or she suffers from inside. In a police workforce, such feelings are characterized by anxiety, shame, sadness, and powerlessness, among others.

**Police officer:** This term refers to a member of a police force, whose duty is to uphold laws, investigate crimes, and arrests criminals, among other roles. Most of these professionals attend an academy and sit for a written exam before they join the workforce.

**Sleep deprivation:** It is the situation where a police officer is not getting enough sleep, or experiencing low quality of sleep. When this condition exceeds, it can result in severe symptoms that affect routine activities or performance of the officers.

**Stress:** It means the state of the officer's mental tension or worry stemming from a difficult situation. The two components of stress affecting police officers comprise stress triggers and stress response. The symptoms include anxiety, difficulty with sleep, fatigue, headaches, etc. Stress can be managed if these symptoms are treated well.

**Work Performance:** It implies a form of evaluation report that indicates the way a police officer carries out work-related tasks. This aspect is measured based on the speed and quantity of work, work quality, and an officer's success ratio, among others.



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## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

This chapter offers a review of the work that other researchers have done in the past on the topic under investigation. The section reviewed several studies that have defined and explained the concept of work performance in detail. The empirical studies also be reviewed, focusing on the effects of psychological factors on the work performance among employees in an organization. Theoretical review also formed a significant part of this section, which focused on exploring some of theories supporting this research. The chapter also discusses the conceptual framework developed for this study.

#### **2.2. Overview of Work Performance**

The concept of work performance is associated with the quality as well as the quantity of a job, which results from achievement efforts by individuals or groups. Saraswati and Dan Pertiwi (2020) define the performance of work as the whole projected value to the organization of the distinct behavioral events that a person performs over a standard timeframe. In this definition, one crucial aspect is that performance is a characteristic of behavior (Campbell & Wiernik, 2015). It is an aggregated characteristic of numerous and distinct behaviors that arise over some time. Projected value to the organization is a second crucial idea, anchored in the component of behavior to which performance means. Therefore, the performance highlighted in this definition is a variable

differentiating between sets of behaviors that different people conduct and between arrays of actions that the same persons conduct at separate instances (Campbell & Wiernik, 2015). The difference depends on the amount of contribution a range of behaviors are likely to make to or detract from the effectiveness of an organization. In general, variation in work performance translates to variation in the anticipated value of behavior within a given firm.

In the context of organizations, work performance is viewed as a vital component in employee management. Many researchers consider it as a core ingredient in the excellence of any organization. Campbell and Wiernik (2015) bring out remarkable distinction among the diverse elements of performance, which determine the performance as well as the predictors of performance. Component performance relates the dimensions of performance forming a part of the larger job performance. Performance determinants is another core element, which refers to the variances between people, including declarative knowledge (DK), skills (SMEs), motivation (MOT), and procedural knowledge (Campbell & Wiernik, 2015). While the component of DK comprehends the scope of job by knowing the facts field, objectives, self-knowledge, and principles, the knowledge and skills (SMEs) comprise cognitive skills, psychomotor, self-management, interpersonal, and physical aspects. Motivation element stands for the combined impacts of three behavioral alternatives concerning which choice to carry out, the persistence and level of effort (Campbell & Wiernik, 2015). In consequence, excellent qualifications and skills hold a crucial place in performance improvement at the place of work.

The previous research examined numerous factors affecting work performance across the world. Byar and Rue (2011) conducted research that determined some factors including environmental, personal, ability, and motivation drivers. Environmental drivers encompass the physical circumstances, time, equipment, and supervisors, among others. Individual drivers comprise effort,

ability, and task or role perception. The Ability drivers include the ability of knowledge and skills. Moreover, the motivation aspect relates to the attitude of a person in dealing with situations associated with the job he or she undertakes. In the context of psychology as a discipline of behavior, as well as the field that wants to comprehend and manage work performance, the study on work performance views performance as a behavioral occurrence. Therefore, providing the definition of work performance based on the characteristics of behavior rather than the outcome of behavior makes it possible to develop the knowledge of the psychological processes governing various factors that contribute to improvement of performance. Such processes entail selection, motivation, facilitating or debilitating situational processes, and training. This understanding allows the use of the most productive psychological principles to managing such processes and practices within organizations.

### **2.3. Empirical Review**

#### **2.3.1. Stress and Work Performance**

Several researchers have highlighted various psychological factors that contribute to increased pressure and stress among employees. This variable has been viewed as an environmental stimulus to a person. There is a host of reasons that cause stress in an organization, where family conflicts as well as work overload constitute the most significant reasons (Iskamto, 2021). Iskamoto (2021) argues that factors like the blurring of roles, huge workloads and demands, poor working environment, and inadequate work-related knowledge are the variables that mount stress and pressure on employees within an organization. Thus, work stress can result from the working environment from which a person feels he or she is not secure. Shane (2010) maintains that issues in the organization constitute the major factors contributing to work stress among police officers. Yahaya et al. (2019) add to these findings that the work environment significantly contributes to

the stress that employees experience within an organization. Work stress exists in every company regardless of whether it is small or big. The stress is among the leading psychological factors affecting the police officers across the world.

Management support is crucial in dealing with different levels of stress among employees.

Panigrahi (2016) posits that management support must aim at providing assistance that positively reduces job related stress among workers in the organization. The lack of the organization's management to appreciate its workers for their exemplary work or contribution in the organization can intensify the level of stress among the workers, creating intention to leave among them (Panigrahi, 2016). Altidang (2020) studied a link between managers and employees and between stress and performance of work. The empirical findings indicate a negative linear association of stress with work performance, with management style contributing immensely to the existence of this scenario. Therefore, the organizational management greatly contributes to the creation of stress among workers, implying that the solution to address this scenario is in their hands.

Stress has substantial impacts on the performance of the workforce and firms are making efforts to address this condition. Many studies have found that work stress affects work satisfaction among employees and their general performance in their work. Ismail et al. (2015) carried out an investigation to determine the relationship of stress with job performance using a cross-sectional research approach in Peninsular Malaysia in a large private investment bank and found that work related stress has a greater impact on work performance. The findings indicated poor work performance where work stresses were high among the workers.

Stress has shown its potential to cause employees to be absent from work and elevated turnover levels among workers. Daniel (2020) explored the impacts of stress on workforce performance

and suggested that employees may create issues for the management if leaving the job is not an easy option when stressed at work. These problems include inefficiency in work performance, creation of obstacles for subordinates, and wastage of operational resources, among others. The author maintains that the factors connected to poor work performance or negative outcomes among workers affect physical and psychological wellbeing, which in turn intensifies the levels of stress. Workplace stress can influence employees' performance, potentially impacting the organization's overall efficiency. Research shows that moderate level of stress can lead to improved job performance and productivity (Daniel, 2020). However, when work stress exceeds certain levels, work performance declines at a higher rate. Poor work performance is also noted among the employees at extremely low and high levels of stress. Employees experiencing high levels of stress appear to be lacking motivation and enthusiasm in their work, causing their productivity to be low. In this situation, employees wish to get out of stressful conditions, which leads to none or reduced concentration on the job.

### **2.3.2. Anger and work performance**

Anger constitutes a crucial psychological element in many conflicts in all spheres. Gibson et al. (2009) describe anger as an emotional condition comprising feelings that range from mild irritation to extreme fury, cognitive and physiological reactions, observable verbal and motor behaviors, and behavioral tendencies. There is a notion that anger can cause deterioration of trust, threatening self-esteem, and promotion of conflict (Geddes & Callister, 2007). In the workplace context, anger stems from unfulfilled expectations. Gibson et al. (2009) argues that understanding of anger within an organization and its effect on dispute outcomes is vital for comprehension of how to manage conflicts. The existing literature indicates that emotions relate to people's interactions with their environment. Such connections include all matters that have meaning for people. These are

encountered as a series of reactions taking place over time (Gibson et al., 2009). In general, the expression of anger among employees at the place of work can greatly influence the way they perform their work.

Studies on anger assert that it is expressed at the place of work in different forms. According to Geddes and Callister (2007), anger is expressed through verbal and physical means. The researchers argue that people use anger communication in response to some situations. The findings of study indicate that when the expresser uses anger communication, he or she aims at solving a problem that leads to situations that provoke anger in a speedy way. Some people opt to express anger verbally by involving aggressive behaviours, such as raising the tone of their voices. The evidence of this scenario is their engagement in shouting, swearing, and throwing insults to others (Geddes & Callister, 2007). Physical form of anger expression occurs where a person engages in physical aggression such as throwing objects, furious gestures, dirty looks, and assaulting others, among others. Therefore, organizational management needs to understand these two forms of anger expression and their impacts to devise better ways of solving them in the workplace.

Empirical investigations on anger reveal that this emotional expression has both positive and negative impacts on work performance among employees, anger having been associated with negative effects in the organization setting. Expression of anger can result in positive outcomes at the workplace (Geddes & Callister, 2007). This situation arises when the anger is associated with vivid normative expectations for certain groups, and relatively not occurring frequently. In an organizational setting, where anger expressions are generally deemed to be appropriate, there are few chances of employees expressing anger, leading to positive impacts on employees' performance at work (Gibson et al., 2009). However, if the expression of anger appears to be

normatively inappropriate, there are chances of employees expressing anger, which may result in negative outcomes on their job performance.

Several investigations have been carried out into the effect of an individual's anger on the work performance of others. Van Kleef and Cote (2007) investigated the relationship of the observed anger with job performance and noted that one's anger has an influence on the other people's emotions and performance at work, especially during the negotiation tasks. The research findings reveal that those who observe anger in a person end up having negative emotions, leading to their decreased work performance. The anger observers always feel threatened and have concomitant stress, leading to people focusing on solving the problem and ignoring the information that might be useful to them. Such people develop fear, in response to observed anger, and concentrate their attention on features of the surrounding pertaining danger or safety (Van Kleef and Cote, 2007). Moreover, emotion expressed with intensified levels of anger can attract the attention of the observer, which creates heightened opportunities for contagion. However, some studies assert that negative emotions resulting from anger enhance observer's work performance as opposed to the notion that it hampers this variable (Geddes & Callister, 2007). Therefore, the intensity of anger greatly affects a person's emotion, strengthening anger's impact on work performance.

### **2.3.3. Sleep Deprivation and its Impact on Work Performance**

Sleep quality is extremely crucial to one's well-being and job performance. The loss of sleep makes a person feel sleepy during the day, which is also a critical disease in one's life (Slats et al., 2013). Sleep disorders are among the sleep problems that most investigations have established to have the potential to influence an individual's performance at work. The most predominant form of sleep disorder among the adults is insomnia. According to Yadzi et al. (2014), sleep disorders occur in form of insomnia, shift work sleep disorder (SWSD), and obstructive sleep apnea (OSA).

The prevalence of sleep disorders is common among shift workers. Shift work relates to paid employment that usually takes place outside of conventional working hours (Reynolds et al., 2024). The schedules of shift work are synonymous with working and sleeping during the day, which do not align with the internal biological aspects. Research findings show that shift work comes with some sleep complaints like poor sleep quality, daytime sleepiness, and insomnia (Yadzi et al., 2014). Nonetheless, there is a body of research that suggests that numerous sleep disorders are not managed and not diagnosed among the shift workers (Reynolds et al., 2024). Therefore, such studies suggest the need for organizational management to comprehend the challenges facing shift workers with respect to sleep disorders.

The account of insomnia appears among the most crucial likely variables of the existence of depression. Bazrafshan et al. (2019) conducted research on sleep disorder among shift work nurses and made some observations. Researchers found out that people who have never suffered from depression but experience sleep disorders, have an increased risk of experiencing depression compared to the converse (Bazrafshan et al., 2019). The findings further indicate that such professionals with a history of sleep disorders proved to be incompetent at the place of work. This situation implies that work-related sleep disorders have far-reaching impacts on the work performance of employees at the workplace.

The impact of sleep disorders on work output has been investigated in numerous diverse fields, including psychology, medicine, business, education, and human science. The variables of sleep such as sleep habits, sleep quality, and sleep deficiency, have been found to impact performance of workers (Yadzi et al., 2014). Yadzi et al. (2014), in their research, examined the effects of sleep disorders on work performance in an industrial context. The outcome of this investigation indicate that there exists a substantial rise in sleep issues among the shift workers as compared to those

who do not work in shifts. Despite the existence of elevated prevalence of diverse forms of sleep disorders among the people, no studies have been found investigating direct dangerous impacts of such disorders on work performance. Nevertheless, sleep deprivation has been associated with reduced immunity, anxiety, adaptability, and depression, among other mental and physical disorders, which are believed to affect work performance. Therefore, this research attempted to evaluate the influence of different sleep deprivations on job performance among the police workforce.

## **2.4. Theoretical Review**

### **2.4.1. Maslow's Hierarchy of Needs**

This theory contributes to the knowledge of the motivation to work at the workplace. The theory was developed by Abraham Maslow in 1943, depicting the interrelationships of all dimensions of motivation. This reasoning emanated from the fact that a person's behavior is influenced by an insufficient number of developing vital needs that arise and work in a progressive order (Stefan et al., 2020). This theory asserts that motivational factors are essential in fostering job satisfaction among employees within an organization, leading to increased organizational and individual performance. Maslow was a clinical psychologist who launched his model on the basis of personal judgment, generally referred to as the theory of need hierarchy. He grouped these needs into two broad categories, including deficiency needs (safety, social, and psychological needs) and growth needs, such as self-actualization and esteem needs. The needs of greater concern, in this study, are the psychological needs, including reduced stress, absence of anger, and increased quality of sleep (reduce sleep deprivation), which have a close relationship with one's work performance.

These needs are presented in a pyramid based on their order of priorities. Physiological needs, which appear at the bottom of the triangle, are the most basic that influence human behavior in the

organization. Such needs are those that aim at satisfying the basic biological factors like shelter, food, and water. Maslow suggests that it is an obligation of an organization to offer employees' salaries that can allow them afford the desired living conditions (Kaur, 2013). This situation implies that employees that are hungry are demotivated cannot make significant contributions to a company. Safety needs, which are defined as the need for a secure working environment without any harm or threats, constitute the second level of needs. The rationale here depicts that workers fearlessly perform the job in a work environment that is safe. Social needs represent the third stratum of needs in the pyramid. These needs relate to those that require to be affiliated, implying one requires to be loved and accepted by others. According to Maslow, meeting such calls for a company to encourage its workers to participate in social dealings like picnics, among others. Esteem needs appear in the fourth level of needs (Kaur, 2013). These needs comprise the need for self-respect as well as the approval of others. Maslow asserts that firms need to introduce an awarding system to recognize employees with outstanding achievements to motivate them. Self-actualization is the last level at the top of the pyramid. This level relates to the need for an individual to turn out to be all that he or she is capable of being to develop their fullest potential. The rationale is that self-actualized employees are valuable assets to the human resources of the company.

The theory applies to this study because of the greatest value it has in organizational management. The theory is relevant in this research since it suggests to the managers the approaches, they can use to motivate their employees to achieve greater work performance. The police service policymakers and managers need to appreciate the value of worker motivation in attaining the sector and comprehend the connection of the sector's current policies with employee motivating

factors. Therefore, it is essential for the police service department to help its staff have their different needs met to avoid being affected in any way to foster their work performance.

Despite the increased focus on this theory, Maslow's theory has been subjected numerous criticisms within an organizational point of view. Some researchers argue that there still exist some aspects that seem to be unclear (Borghi et al., 2018). Lohmann et al. (2017) point out that one of the reasons that has fueled such criticism is the lack of an instrument that sufficiently measures motivation. Some argue that even though motivation and work satisfaction among employees have been fundamental factors of performance of worker, they seem to be nonconcrete concepts whose measurement cannot be directly validated (Jerome, 2013). Therefore, this theory needs to be applied together with other theories to address the problem of this study.

#### **2.4.2. Cognitive Activation Theory of Stress**

Hans Selye first developed this theory in 1936 after observing intact cats learning avoidance behavior. During the initial avoidance trials, the cats exhibited high arousal characterized by significant autonomic and behavioral responses, which diminished once the avoidance behavior was learned (Ursin, 2009). These findings laid the groundwork for the Cognitive Activation Theory of Stress (CATS), which provides valuable insights into how humans respond to challenging situations. In this framework, human reactions—such as stress, anger, and sleep deprivation—are seen as mechanisms for coping with adversity. CATS has been compared with other models, including Karasek and Theorell's job strain model and Siegrist's Effort-Reward model, all of which emphasize the role of coping strategies. Researchers define coping as the strategies or actions individuals adopt to manage stressors, with individual expectancy – a belief in one's ability to effectively handle challenges - being a critical component. This expectancy not

only influences how people respond to stress but also underpins subjective health complaints, forming a core aspect of the theory.

The model offers several notable contributions to psychology. It provides a psychobiological framework that explains the connection between life events and individual health (Reme et al., 2008). As a cognitive model, it highlights that both psychological and physiological responses depend on an individual's cognitive appraisal of a situation and their perceived ability to cope. Additionally, it functions as an activation model by demonstrating how surges in physiological activation underlie these psychobiological responses. Some researchers further view it as an integrative psychobiological model that combines data from both human and animal studies.

This theory is highly relevant to the current study because it consistently frames stress as a key psychological challenge affecting employees. It posits that the stress response acts as a signal within a homeostatic system, triggering a range of neurophysiological activations from baseline to heightened states (Reme et al., 2008). According to the Cognitive Activation Theory of Stress (CATS), the impacts of stress manifest across four domains: behavior, cognitive function, physiology, and subjective experience (Steptoe et al., 2008). Consequently, this theory provides a robust framework for examining how stress influences individual responses when confronted with challenging circumstances in the workplace.

This theory has some limitations that have made it attract some criticism among the researchers. The CATS is criticized for focusing on cognitive psychology, which often ignores individual differences, assuming that all internal processing is the same despite people being different. This situation is termed as reductionist since it does not consider biological, genetic or environmental that influence cognitive function in humans. According to Ursin (2009), there exist a controversy between psychology and psychiatry, which this model seems not to address in the context of

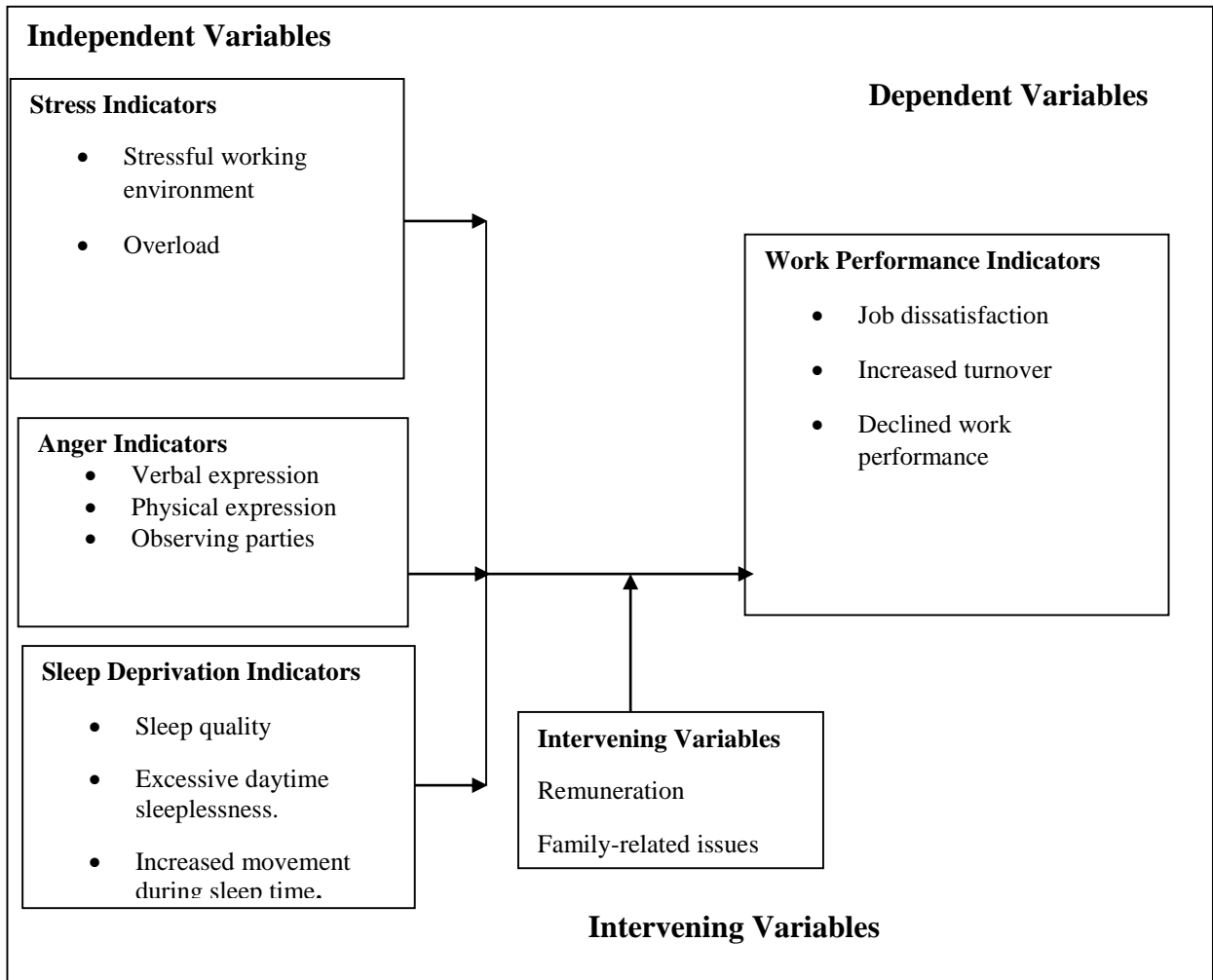
counselling. Therefore, using this theory in the current study requires other theories that provide a deeper understanding of the concepts stress stemming from these controversial statements to help counsellors tackle the problem effectively.

The link between the two theories is evident because they both highlight psychological factors that contribute to one's behavior at work and their overall performance. While the CATS identifies stress as one of the factors affecting people at work, Maslow's theory of the hierarchy of needs suggests how managers need to be aware of the psychological needs of people to devise ways of meeting them. Meeting these needs contributes to their motivation to work at the workplace. In general, the theories provide an insight into the psychological factors the organizational leaders need to know among the workforce and address them because they have the potential of affecting their work performance.

## **2.5. Conceptual Framework**

The conceptual framework that was used in this study is indicated in Figure 1. The framework involved the use of dependent and independent variables developed from the research objectives. The independent variables that the research sought to investigate include different components of work stress, anger, and sleep deprivation. The study examined the elements of indicators stress such as stressful working conditions and overload at workplace, and their influence on work performance. The elements of anger comprised the different forms of anger expressions like verbal and physical expressions, as well as the way they affect anger observers, whose influence on the work performance among the police officers was also be determined. The elements of sleep deprivation that the research evaluated include sleep quality, daytime sleeplessness, and movement during sleep time, which was examined how they affect work performance. The dependent variable will be work performance, which was assessed based on the aspects such as job satisfaction,

employee turnover, and declined work performance. The intervening variable comprised remunerations and family-related factors.



**Figure 1: Conceptual framework of the study showing the interplay between independent, intervening and dependent variables.**

## 2.6. Summary of Literature Reviewed

The overview of the concept of workplace performance forms the introductory subsections of this chapter. The study defined this concept in different contexts, based on distinct definitions from the existing studies conducted on the subject matter. The chapter has also explored different theories

guiding this research, including Maslow's Hierarchy of needs and CATS. The empirical review also focused on exploring the work that other researchers have done on the topic under investigation. The available literature provided the connection between the factors such as stress, anger, and sleeps disorder and work performance. However, there was a research gap in the previous studies where they have not offered a clear understanding of how the psychological issues under investigation have impacted work performance in the police task force. The conceptual framework guiding the current study to address this gap was developed.



Mount Kenya University

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter expounds the methodology that was used in data gathering and analysis of this case study. The section was divided into the following sub-sections: research design, target population, sample size and sampling processes, data collection instruments, reliability and validity, data collection procedure, data analysis, and ethical considerations.

#### **3.2. Research Design**

The research employed a descriptive research design, involving a blend of both quantitative and qualitative approaches. This design focused on the determination of the relationship between variables or the frequency with which certain events occur, as suggested by Crosswell (2014). This methodology was appropriate since the study intended to gather comprehensive information, both qualitative and quantitative useful in the identification of the variables.

#### **3.3. Location of the Study**

The location of research was Nairobi, Jogoo house, which is the Headquarter of the national police service. Nairobi County is among the 47 counties of Kenya. Despite being the smallest, it is the county with the highest population density. It has a population of 4.4 million people, with a metropolitan population totaling around 9.4 million residents (Lillian, 2020). Nairobi is the capital city and the largest city of country. It is the Headquarter of many local and global organizations, including the national police service. Moreover, the county is also home to many local and international businesses and companies. This City has over ten police divisions serving the Nairobi

County residents. The city has experienced diverse kinds of crimes because of many people trying to look for ways of survival. This situation has stemmed from the fact that Nairobi, being an industrial hub, has attracted many people, from diverse parts of the country and the world in search of jobs (Nairobi, 2023). It is unlikely that this will slow down any time soon since the population in the country and the entire country keeps increasing every year. This growth in population has presented a tremendous challenge to the security sector, where the police service department becomes handy. The heightened challenges in the city have also mounted intense pressure on the police service employees.

#### **3.4. Research Target Population**

The study targeted a specific population, involving the police service staff based at the Nairobi Headquarters. Sekaran and Bougie (2011) relates this concept, population, to the total gathering of aspects that the researcher intends to infer. This research focused on the Department of police service, under the Ministry of Interior and Coordination of National Government, since it is the department in which employees have been subjected to diverse psychological factors. The headquarters of the National Police Service is located at Jogoo House, at the heart of Nairobi.

In this study, the target population comprised police officers from the National police service headquarters. Table 3.1 below shows the target population, selected from different departments at the national police service headquarters at Jogoo House, Nairobi Central Police Division.

**Table 1 Target population**

| Type of population              | Total Number | Percentage  |
|---------------------------------|--------------|-------------|
| Counseling officers             | 80           | 20%         |
| Criminal investigation officers | 70           | 18%         |
| Human resource officers         | 60           | 15%         |
| ICT officers                    | 50           | 13%         |
| Logistics officers              | 140          | 35%         |
| <b>Total</b>                    | <b>400</b>   | <b>100%</b> |

Source: Researcher 2024

### 3.5. Sample Size and Sampling Procedure

This section presents the sampling size and the sampling procedures that this research employed. Sampling involves selecting a group of individuals to provide data for drawing conclusions about a larger population Kumar (2011). The sample size helps the researcher to visualize the scope of his or her investigation based on all the subjects taking part in the research. The determination of the sample size was derived from the target population's size (N), the confidence level, and level of precision. The confidence level of 95% was used, and a 5% level of precision was considered.

The formula was as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n represents, N= 400 and e = 0.05

Substituting these parameters in the equation gave:


$$n = \frac{400}{1 + 400(0.05)^2}$$

$$n = 200.$$

The adjusted sample size for this research was 200 participants.

The study employed a stratified proportionate random sampling method in the selection of respondents. Stratified proportionate random sampling relates to an impartial method of sampling where one disaggregates a heterogeneous population into homogenous subgroups, and by selecting within each subgroup, ensures representativeness (Kothari, 2014). This approach helped the researcher attain the anticipated representation from diverse sub-sets in the target population as outlined in table 2. The subject selection was conducted on the existing sub-groups in the target population that was represented in the sample as indicated by Kothari (2014). Following this, a proportionate random sampling technique was used to sequester the respondents from each stratum.

**Table 2 Sample size**



| Type of population              | Total Number | Percentage  |
|---------------------------------|--------------|-------------|
| Counseling officers             | 36           | 18%         |
| Criminal investigation officers | 32           | 16%         |
| Human resource officers         | 22           | 11%         |
| ICT officers                    | 32           | 16%         |
| Logistics officers              | 78           | 39%         |
| <b>Total</b>                    | <b>200</b>   | <b>100%</b> |

### 3.6. Research Instruments

The study used questionnaires as a research tool to mine the required information regarding the thoughts, attitudes, feelings, perceptions, values, and behavioral leanings of the participants

concerning the influence of psychological factors on work performance among national police service officers at Jogoo House, Nairobi Headquarters.. This tool was self-made, measuring dependent, independent, and intervening variables, as indicated in Appendix 1. Every question in the questionnaire was designed to respond to the specific objectives of the research. The scores in this tool were based on Likert scale, ranging from 1 to 5 as shown in the questionnaire in Appendix 1. The questionnaires were self-administered by the participants and anonymized for confidentiality. With reference to the five-point Likert scale questions used in this study, quantitative analysis tools such as mean were employed in the analysis of the responses obtained from each item as indicated in the questionnaire. This step helped the researcher to better understand the information collected and allow inferences to be made for each item.

### 3.7 Reliability and Validity

#### 3.7.1 Reliability

The researcher ensured that the data collected meets a high degree of reliability. Kothari (2014) describes reliability as the approximations of the degree to which an instrument of study produces consistent findings after carrying out several trials. Reliability, in this research, was determined by comparing the findings with other relevant data and theory reviewed in the literature. Following an interface of time, the researcher used the same questionnaire to re-test the same population in order to examine the consistency of the responses. This parameter was obtained by measuring the same participants twice and calculating the correlation of the two sets of events. The reliability coefficient was expected to be over 0.80. The formula for determining this coefficient will be:

$$\text{Reliability coefficient} = \left( \frac{N}{N-1} \right) X \left( \frac{\text{Total variance} - \text{sum of variance}}{\text{Total variance}} \right)$$

Where  $N$  = number of items (participants)

### **3.7.2 Validity**

Validity constitutes a crucial component of research that the researcher took into account when conducting this study. According to Kothari (2014), validity relates to the quality in which an instrument or procedure used in a study is accurate, correct, true and meaningful. In this research, content validity was used as a measure of the degree to which the data gathered from the questionnaires meets the study objectives. The validity of the instrument was verified by the supervisor, in Mount Kenya University.

### **3.8 Pilot Study**

A pilot study was conducted at Kiambu County Police Headquarters. 20 police officers representing 10% of the proposed sample size were randomly selected to participate in the pilot study. This study was used to test the reliability and validity of the study instruments. The pilot study helped the researcher to ensure that there was no ambiguity and confusion in the information the participants gave. After this survey, the researcher used the same questionnaire to re-test the same population to examine the consistency of the responses.

### **3.9 Data Collection Procedures**

The process of data collection started with the researcher deciding on the information needed for this study. The subsequent step entailed defining the target respondents, which was 400 participants for this study. The researcher chose the method for contacting respondents, using questionnaires as the research tool. The questions that the researcher used to design a questionnaire were well-structured open-ended questions. The questions were brief and simple. The questionnaire was pre-tested before collecting the actual data. The researcher administered

the questionnaire to the respondents giving them the option to opt in. Those that opted in self-administered the questionnaire. The questionnaires were also sent to the participants who the researcher was not able to reach physically via email and the feedback was sent through the same channel. Prior to commencing information collection, the participants were informed about the study and their consent secured. During data collection, respondents completed the administered questionnaires, which were then prepared for analysis.

### **3.10 Data analysis procedures**

The analysis of the quantitative data was performed utilizing Statistical Package for Social Sciences (SPSS). Descriptive statistics, namely percentages, means and standard deviations were used. The findings were categorized, summarized, and presented using graphs and frequency distribution tables. To determine the recurrent relationship between the dependent and independent variables, content analysis was also employed. The process included investigating the statements or comments by the respondents. This step was used to examine the themes identified in this study to support the arguments in the presentation of the quantitative results. Filtration and cross tabulation were employed across variables such as gender, rank and work experience to draw further inferences based on these variations. Qualitative analysis in the form of open-ended questions as included in the research questionnaire was employed in conjunction with Likert scales to gain a deeper understanding of participants' perspectives. Thematic analysis was used to draw inferences. The information was presented in tables to highlight the findings. Tables showed the numbers against each variable being measured. The numbers obtained in these tables were then used to construct charts to demonstrate the relationship between the dependent and independent variables. The psychometric characteristics of the results included

reliability and validity of the data obtained. The scores were interpreted by comparing the current data and the previous one.

### **3.11 Ethical considerations in the study**

This study adhered strictly to Kenyan research requirements. Approvals were obtained from the Mount Kenya University Research and Ethics Board, relevant institutional research bodies, ethical committees, and NACOSTI, with all necessary permits secured before commencing the study. In line with recommendations by Monette et al. (2013), the research was designed to prevent conflicts of interest and ensure data integrity, avoiding any influence of monetary gain. Key ethical measures included obtaining informed consent from all participants and ensuring that participation was entirely voluntary. Confidentiality and anonymity were rigorously maintained by omitting personal identifiers from questionnaires and digital responses, ensuring that responses could not be traced back to individual participants (Monette et al., 2013). Participants were also informed that they could opt out of answering any questions deemed intrusive, thereby protecting their privacy as defined by Bean (2017).

Furthermore, relevant authorities, including the Nairobi County Government and the police service, were briefed about the study to foster transparency and mitigate any potential concerns. Following data collection, a debriefing session was conducted in line with the recommendations of Gardner (2013) to clarify study details, address any participant concerns, and ensure that the sensitive mental health issues among police officers were properly managed.

## CHAPTER FOUR

### DATA ANALYSIS, FINDINGS AND DISCUSSIONS

#### 4.1 Introduction

The purpose of the study was to investigate the psychological factors that impacted the work performance of police officers, aiming to identify specific issues that could inform interventions to enhance their effectiveness and well-being in their roles.

#### 4.2 Study Response Rate

In this study, the targeted sample size was 200 and therefore, 200 questionnaires were administered. Out of this, a total of 169 questionnaires were filled and returned. This resulted in a response rate of 84.5%, calculated by dividing the number of actual participants (169) by the initial sample size (200) and multiplying the result by 100. The strong response rate indicates a high level of engagement and interest among the participants, potentially enhancing the validity and reliability of the study findings. The remaining 31 participants (15.5% of the initial sample) failed to fill in the questionnaires.

#### 4.3 Demographic Characteristics of the Participants

This section presents the participants' backgrounds, including gender, work experience, the highest level of education level, and rank within the police force. By examining these demographic characteristics, the study aimed to identify patterns that may play a role in shaping the psychological factors that impact job performance.

### 4.3.1 Gender and Work Experience

This sub-section examines the varying work experiences of male and female officers, exploring how psychological factors influenced by gender can affect work performance. Results are presented in Table 3.

**Table 3 Gender and Work Experience**

|        |                 |                 | Work experience in years |       |       |       |         |        |
|--------|-----------------|-----------------|--------------------------|-------|-------|-------|---------|--------|
|        |                 |                 | Below 1                  | 2-4   | 5-9   | 10-14 | Over 15 | Total  |
| Gender | Male            | Count           | 3                        | 7     | 23    | 39    | 46      | 118    |
|        |                 | % within Gender | 2.5%                     | 5.9%  | 19.5% | 33.1% | 39.0%   | 100.0% |
|        | Female          | Count           | 3                        | 6     | 16    | 17    | 9       | 51     |
|        |                 | % within Gender | 5.9%                     | 11.8% | 31.4% | 33.3% | 17.6%   | 100.0% |
| Total  | Count           |                 | 6                        | 13    | 39    | 56    | 55      | 169    |
|        | % within Gender |                 | 3.6%                     | 7.7%  | 23.1% | 33.1% | 32.5%   | 100.0% |

Table 3 shows the distribution of work experience among male and female police officers at the Police Headquarters in Nairobi, Kenya. The table highlights a significant gender disparity in work experience levels. Among the 169 officers surveyed, a predominant majority are male (118), with the largest group of males (39.0%) working over 15 years, suggesting that experienced male officers are a substantial portion of the police force, while females (51) have a noteworthy presence, particularly in the 5-9 years of working experience (31.4%). Interestingly, while both genders show a similar distribution for those with 10-14 years of experience (33.1%), the representation of females diminishes significantly in for work experience beyond 10 years, with only 17.6% of female officers having over 15 years of service compared to 39.0% of their male counterparts. This finding shows a potential trend of higher attrition or lower retention rates for female officers in longer career spans, thus reflective of the psychological factors that may influence work performance and career satisfaction within the police force.

### 4.3.2 Gender and Highest Level of Education

This sub-section explores how gender and education may contribute to variations in work performance among police officers. The educational backgrounds of male and female officers may illuminate disparities that might arise from gendered educational experiences, and they influence psychological factors critical to work performance in the police force. The findings are shown in Table 4.

**Table 4 Gender and Highest level of Education**

|        |        |                 | Level of education |             |         |            |              |        |
|--------|--------|-----------------|--------------------|-------------|---------|------------|--------------|--------|
|        |        |                 | Secondary          | Certificate | Diploma | Bachelor's | Postgraduate | Total  |
| Gender | Male   | Count           | 59                 | 1           | 43      | 14         | 1            | 118    |
|        |        | % within Gender | 50.0%              | 0.8%        | 36.4%   | 11.9%      | 0.8%         | 100.0% |
|        | Female | Count           | 23                 | 0           | 11      | 12         | 5            | 51     |
|        |        | % within Gender | 45.1%              | 0.0%        | 21.6%   | 23.5%      | 9.8%         | 100.0% |
| Total  |        | Count           | 82                 | 1           | 54      | 26         | 6            | 169    |
|        |        | % within Gender | 48.5%              | 0.6%        | 32.0%   | 15.4%      | 3.6%         | 100.0% |

Table 4 highlight the distribution of police officers' educational levels based on gender at the Nairobi Police Headquarters. Among the 169 officers surveyed, the majority of males (50.0%) hold a secondary education, while a significant number also have diploma (36.4%) and bachelor's degrees (11.9%). In contrast, female officers predominantly possess bachelor's degrees (23.5%) and diplomas (21.6%), but have a lower representation in secondary education (45.1%). Notably, there is a minimal presence of advanced qualifications, with only 3.6% of all officers holding postgraduate degrees. Overall, the educational attainment of police officers reflects gender disparities that may influence their work performance and the psychological factors relevant to their roles.

### 4.3.3 Gender and Rank

The sub-section looks into gender and hierarchical positions within the Nairobi Police Headquarters, aiming to uncover how these factors contribute to work performance among police officers. The results are presented in Table 5.

**Table 5 Gender and Rank**

|        |        |                 | Rank            |           |                 |          |          |           |        |
|--------|--------|-----------------|-----------------|-----------|-----------------|----------|----------|-----------|--------|
|        |        |                 | Chief Inspector | Inspector | Senior Sergeant | Sergeant | Corporal | Constable | Total  |
| Gender | Male   | Count           | 3               | 13        | 11              | 15       | 15       | 61        | 118    |
|        |        | % within Gender | 2.5%            | 11.0%     | 9.3%            | 12.7%    | 12.7%    | 51.7%     | 100.0% |
|        | Female | Count           | 2               | 4         | 2               | 5        | 9        | 29        | 51     |
|        |        | % within Gender | 3.9%            | 7.8%      | 3.9%            | 9.8%     | 17.6%    | 56.9%     | 100.0% |
| Total  |        | Count           | 5               | 17        | 13              | 20       | 24       | 90        | 169    |
|        |        | % within Gender | 3.0%            | 10.1%     | 7.7%            | 11.8%    | 14.2%    | 53.3%     | 100.0% |

Table 5 reveals gender distribution among police officers at police headquarters in Nairobi, Kenya, highlighting a significant male predominance in various ranks. Males particularly dominate the ranks of Sergeant and Corporal, comprising 12.7% and 12.7% of the total workforce, respectively, while females more distinctly occupy lower ranks such as Corporal (17.6%) and Constable (56.9%). While there is an increasing representation of female officers, they remain underrepresented in higher ranks, indicating potential psychological and structural factors influencing work performance and career progression within this police force.

### 4.3.4 Work Experience and Highest Level of Education

This sub-section seeks to provide a comprehensive analysis of work experience and educational qualifications of participating police officers in order to understand how varying levels of work experience and education may interact with psychological factors, thereby influencing overall work performance. The results are presented in Table 6.

**Table 6 Work Experience and Highest Level of Education**

|                          |         |                                   | Level of education |             |         |            |              | Total  |
|--------------------------|---------|-----------------------------------|--------------------|-------------|---------|------------|--------------|--------|
|                          |         |                                   | Secondary          | Certificate | Diploma | Bachelor's | Postgraduate |        |
| Work experience in years | Below 1 | Count                             | 4                  | 0           | 1       | 1          | 0            | 6      |
|                          |         | % within Work experience in years | 66.7%              | 0.0%        | 16.7%   | 16.7%      | 0.0%         | 100.0% |
|                          | 2-4     | Count                             | 6                  | 0           | 4       | 3          | 0            | 13     |
|                          |         | % within Work experience in years | 46.2%              | 0.0%        | 30.8%   | 23.1%      | 0.0%         | 100.0% |
|                          | 5-9     | Count                             | 18                 | 0           | 13      | 8          | 0            | 39     |
|                          |         | % within Work experience in years | 46.2%              | 0.0%        | 33.3%   | 20.5%      | 0.0%         | 100.0% |
|                          | 10-14   | Count                             | 24                 | 1           | 20      | 7          | 4            | 56     |
|                          |         | % within Work experience in years | 42.9%              | 1.8%        | 35.7%   | 12.5%      | 7.1%         | 100.0% |
|                          | Over 15 | Count                             | 30                 | 0           | 16      | 7          | 2            | 55     |
|                          |         | % within Work experience in years | 54.5%              | 0.0%        | 29.1%   | 12.7%      | 3.6%         | 100.0% |
| Total                    |         | Count                             | 82                 | 1           | 54      | 26         | 6            | 169    |
|                          |         | % within Work experience in years | 48.5%              | 0.6%        | 32.0%   | 15.4%      | 3.6%         | 100.0% |

Table 6 illustrates the distribution of education levels among police officers at various stages of their work experience. The majority of officers with less than five years of experience hold a secondary education, accounting for 66.7% of those with less than one year and 46.2% of those with 2-4 years of experience. As work experience increases, individuals with a diploma or bachelor's degree become more prevalent, particularly evident among those with 5-9 years (33.3% diploma, 20.5% bachelor's) and 10-14 years of experience (35.7% diploma). In the group with over 15 years of experience, the trend continues with substantial percentages of diploma (29.1%) and a smaller representation of bachelor's (12.7%) and postgraduate individuals (3.6%). This finding suggests that ongoing tenure in the police force is associated with advances in educational attainment, which may influence their work performance, highlighting the importance of psychological factors connected to education and experience in this specific professional context.

### 4.3.5 Work Experience and Rank

This sub-section presents the influence that work experience and rank have on the psychological factors impacting work performance among police officers based at Police Headquarters in Nairobi, Kenya. Work experience encompasses the cumulative knowledge, skills, and interpersonal dynamics acquired over time, while rank represents the officers' hierarchical position within the police force. Results are presented in Table 7.

**Table 7 Work Experience and Rank**

|                          |                                   |                                   | Rank            |           |                 |          |          |           |        |
|--------------------------|-----------------------------------|-----------------------------------|-----------------|-----------|-----------------|----------|----------|-----------|--------|
|                          |                                   |                                   | Chief Inspector | Inspector | Senior Sergeant | Sergeant | Corporal | Constable | Total  |
| Work experience in years | Below 1                           | Count                             | 0               | 0         | 0               | 0        | 0        | 6         | 6      |
|                          |                                   | % within Work experience in years | 0.0%            | 0.0%      | 0.0%            | 0.0%     | 0.0%     | 100.0%    | 100.0% |
|                          | 2-4                               | Count                             | 0               | 0         | 0               | 1        | 1        | 11        | 13     |
|                          |                                   | % within Work experience in years | 0.0%            | 0.0%      | 0.0%            | 7.7%     | 7.7%     | 84.6%     | 100.0% |
|                          | 5-9                               | Count                             | 1               | 1         | 1               | 3        | 5        | 28        | 39     |
|                          | % within Work experience in years | 2.6%                              | 2.6%            | 2.6%      | 7.7%            | 12.8%    | 71.8%    | 100.0%    |        |
|                          | 10-14                             | Count                             | 2               | 7         | 5               | 10       | 11       | 21        | 56     |
|                          |                                   | % within Work experience in years | 3.6%            | 12.5%     | 8.9%            | 17.9%    | 19.6%    | 37.5%     | 100.0% |
|                          | Over 15                           | Count                             | 2               | 9         | 7               | 6        | 7        | 24        | 55     |
|                          |                                   | % within Work experience in years | 3.6%            | 16.4%     | 12.7%           | 10.9%    | 12.7%    | 43.6%     | 100.0% |
| Total                    |                                   | Count                             | 5               | 17        | 13              | 20       | 24       | 90        | 169    |
|                          |                                   | % within Work experience in years | 3.0%            | 10.1%     | 7.7%            | 11.8%    | 14.2%    | 53.3%     | 100.0% |

Table 7 reveals a strong correlation between years of work experience and the ranks held by police officers at the Nairobi Police Headquarters. A significant majority of officers with less than 1 year of experience are Constables (100%), indicating that entry-level positions dominate this category. As experience increases, the distribution among ranks becomes more diverse, with noticeable representation across various ranks for those with 2-4 years notably, 84.6% are Constables and 5-9 years (71.8% as Constables). For officers with 10-14 years of experience, the ranking begins to

balance out more evenly, with 37.5% as Constables, while ranks like Inspector and Senior Sergeant show a more significant presence. Officers with over 15 years of experience predominantly hold higher ranks, with Constables comprising only 43.6% of that group. This result highlights the impact of work experience on rank advancement within the police force, suggesting that psychological factors influencing performance may also evolve with increasing experience, affecting overall work performance.

#### 4.3.6 Highest Level of Education and Rank

This sub-section aims to highlight how varying levels of education may affect the rank achieved by officers thus will providing valuable insights into how they shape the officers' work performance, ultimately contributing to a deeper understanding of the psychological landscape within the law enforcement. Results are presented in Table 8.

**Table 8 Highest Level of Education and Rank**

| Level of education | Secondary    | Count                       | Rank            |           |                 |          |          | Total  |           |
|--------------------|--------------|-----------------------------|-----------------|-----------|-----------------|----------|----------|--------|-----------|
|                    |              |                             | Chief Inspector | Inspector | Senior Sergeant | Sergeant | Corporal |        | Constable |
|                    |              | % within Level of education | 2.4%            | 3.7%      | 4.9%            | 7.3%     | 11.0%    | 70.7%  | 100.0%    |
|                    | Certificate  | Count                       | 0               | 0         | 0               | 0        | 0        | 1      | 1         |
|                    |              | % within Level of education | 0.0%            | 0.0%      | 0.0%            | 0.0%     | 0.0%     | 100.0% | 100.0%    |
|                    | Diploma      | Count                       | 0               | 4         | 8               | 10       | 9        | 23     | 54        |
|                    |              | % within Level of education | 0.0%            | 7.4%      | 14.8%           | 18.5%    | 16.7%    | 42.6%  | 100.0%    |
|                    | Bachelor's   | Count                       | 3               | 9         | 1               | 2        | 4        | 7      | 26        |
|                    |              | % within Level of education | 11.5%           | 34.6%     | 3.8%            | 7.7%     | 15.4%    | 26.9%  | 100.0%    |
|                    | Postgraduate | Count                       | 0               | 1         | 0               | 2        | 2        | 1      | 6         |
|                    |              | % within Level of education | 0.0%            | 16.7%     | 0.0%            | 33.3%    | 33.3%    | 16.7%  | 100.0%    |
| Total              |              | Count                       | 5               | 17        | 13              | 20       | 24       | 90     | 169       |
|                    |              | % within Level of education | 3.0%            | 10.1%     | 7.7%            | 11.8%    | 14.2%    | 53.3%  | 100.0%    |

Table 8 illustrate the distribution of different educational levels among police officers at Nairobi's Police Headquarters and highlight their ranks. The majority of officers (70.7%) hold secondary education as their highest qualification, suggesting a potential gap in educational attainment that could influence operational effectiveness. Conversely, those with diplomas represent a notable group at 42.6%, indicating some level of professional training; however, this is also the only level where a slight shift towards senior ranks is observed, particularly among Sergeants and Corporals. Bachelor's degree holders constitute 15.4% of the Corporal rank but are sparse in senior positions, pointing to a potential underrepresentation of higher educational qualifications in leadership roles. Notably, the postgraduate group is marginal (3.6% of total), concentrated in mid to junior ranks thus reflecting barriers to upward mobility linked to educational background. The results reveal the significance of educational qualifications in shaping work performance and career advancement among police officers.

#### **4.4 Findings and Discussions**

This section presents analysis of the research findings pertaining to the impact of stress, anger, and deprivation on work performance among Administration Police Officers at the Police Headquarters in Nairobi, Kenya. The study objectives were:

- i) To determine how stress affects work performance among Administration Police Officers at Police headquarters Nairobi Kenya.
- ii) To investigate the extent to which anger affects work performance amongst the Administration Police at Police headquarters Nairobi Kenya.
- iii) To examine the relationship between deprivation and work performance among police officers at Nairobi Police headquarters.

The study's objectives underscore the multifaceted nature of psychological underpinnings influencing job performance in high-stress environments such as law enforcement.

#### **4.4.1 Stress and work performance among Administration Police Officers**

The first objective was to determine how stress affects work performance among Administration Police Officers at Police headquarters Nairobi Kenya. Administration Police Officers at Police Headquarters in Nairobi, Kenya, operate in an environment characterized by unique challenges and demands, which can significantly influence their work performance. Stressors such as long working hours, exposure to traumatic incidents, and the need for quick decision-making can lead to heightened levels of stress, potentially impacting officers' performance.

The results on the responses to stressors are presented in Table 9.



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**Table 9 Responses to Stressors at the Work Place**

| Stressor statement   | Strongly disagree |      | Disagree |      | Weakly agree |      | Agree |      | Strongly agree |      | Missing |     | Total |       |
|--|-------------------|------|----------|------|--------------|------|-------|------|----------------|------|---------|-----|-------|-------|
|  | f                 | %    | f        | %    | f            | %    | f     | %    | f              | %    | f       | %   | f     | %     |
| You are satisfied with the amount of work assigned to you          | 9                 | 5.3  | 11       | 6.5  | 37           | 21.9 | 71    | 42.0 | 38             | 22.5 | 3       | 1.8 | 169   | 100.0 |
| The amount of work allocated to you is appropriate.                | 12                | 7.1  | 22       | 13.0 | 29           | 17.2 | 56    | 33.1 | 45             | 26.6 | 5       | 3.0 | 169   | 100.0 |
| The targets given to me are achievable.                            | 10                | 5.9  | 23       | 13.6 | 49           | 29.0 | 56    | 33.1 | 30             | 17.8 | 1       | .6  | 169   | 100.0 |
| You have time to bond with your family.                            | 30                | 17.8 | 15       | 8.9  | 25           | 14.8 | 53    | 31.4 | 44             | 26.0 | 2       | 1.2 | 169   | 100.0 |
| You get enough time to relax and rest after work.                  | 20                | 11.8 | 14       | 8.3  | 36           | 21.3 | 59    | 34.9 | 31             | 18.3 | 9       | 5.3 | 169   | 100.0 |
| You have a good life balance.                                      | 23                | 13.6 | 17       | 10.1 | 25           | 14.8 | 59    | 34.9 | 37             | 21.9 | 8       | 4.7 | 169   | 100.0 |
| You experience fatigue often.                                      | 4                 | 2.4  | 17       | 10.1 | 36           | 21.3 | 60    | 35.5 | 43             | 25.4 | 9       | 5.3 | 169   | 100.0 |
| You work manageable number of hours.                               | 14                | 8.3  | 24       | 14.2 | 30           | 17.8 | 67    | 39.6 | 30             | 17.8 | 4       | 2.4 | 169   | 100.0 |
| You have enough time to complete the work assigned to you.         | 54                | 32.0 | 64       | 37.9 | 28           | 16.6 | 11    | 6.5  | 7              | 4.1  | 5       | 3.0 | 169   | 100.0 |
| Your job makes you feel stressed.                                  | 37                | 21.9 | 51       | 30.2 | 40           | 23.7 | 15    | 8.9  | 22             | 13.0 | 4       | 2.4 | 169   | 100.0 |
| You feel overwhelmed due to being given too many responsibilities. | 27                | 16.0 | 61       | 36.1 | 31           | 18.3 | 27    | 16.0 | 18             | 10.7 | 5       | 3.0 | 169   | 100.0 |

|  |    |      |    |      |    |      |    |      |    |      |   |     |     |       |
|--|----|------|----|------|----|------|----|------|----|------|---|-----|-----|-------|
| Work performance of police officers has been negatively influenced by work overload-related stress.        | 45 | 26.6 | 67 | 39.6 | 10 | 5.9  | 14 | 8.3  | 29 | 17.2 | 4 | 2.4 | 169 | 100.0 |
| Stress resulting from working under stress has negatively affected work performance among police officers. | 32 | 18.9 | 58 | 34.3 | 24 | 14.2 | 17 | 10.1 | 33 | 19.5 | 5 | 3.0 | 169 | 100.0 |
| Working under pressure has been a leading cause of stress among police officers.                           | 27 | 16.0 | 48 | 28.4 | 31 | 18.3 | 13 | 7.7  | 45 | 26.6 | 5 | 3.0 | 169 | 100.0 |
| Work stress has affected the overall performance of the police service department.                         | 40 | 23.7 | 57 | 33.7 | 18 | 10.7 | 17 | 10.1 | 32 | 18.9 | 5 | 3.0 | 169 | 100.0 |

Table 9 reveals various stressors concerning work conditions experienced by respondents. When asked about satisfaction with the amount of work assigned, responses were varied, with 42.0% agreeing and only 5.3% strongly disagreeing. Regarding the appropriateness of work allocation, 26.6% strongly agreed while 7.1% strongly disagreed. The perception of achievable targets showed a split response, with 33.1% agreeing and 5.9% strongly disagreeing. Responses about having time to bond with family indicated a significant level of concern, with 17.8% strongly disagreeing and only 26.0% strongly agreeing. The ability to relax post-work indicated that 34.9% agreed they had enough time, yet 11.8% strongly disagreed. When considering life balance, the responses were moderately positive, with 34.9% agreeing and a notable 13.6% strongly disagreeing. A substantial number, 35.5%, agreed they often experience fatigue, while only 2.4% strongly disagreed. The opinion on manageable working hours was mixed; 39.6% agreed while 8.3% strongly disagreed. A striking 32.0% strongly disagreed that they have enough time to complete their work, suggesting a major concern in time management. Stress relating to the job was significant, with 21.9% strongly agreeing they feel stressed and 30.2% disagreeing. Most respondents felt overwhelmed by responsibilities, with 36.1% disagreeing and only 10.7% strongly agreeing. The belief that work overload negatively influences performance was pronounced, with 39.6% disagreeing and only 17.2% strongly agreeing. Concerns were raised that stress from work affects overall performance, with 34.3% disagreeing and only 10.1% strongly agreeing. Lastly, 26.6% strongly agreed that working under pressure has been a leading cause of stress, while 16.0% strongly disagreed.

The findings from these responses reveal a complex landscape of employee performance and stress within the workplace. In examining the level of satisfaction with work assignments, a moderate

percentage of respondents (42.0%) expressed overall agreement, but the presence of only 5.3% strongly disagreeing indicates limited but significant dissatisfaction. This suggests that while many feel their workload may be manageable, there is still a notable minority that feels overwhelmed. This sentiment correlates with Iskamto's (2021) assertions regarding the contributions of work overload to workplace stress.

The appropriateness of work allocation showed a positive response from 26.6% of participants who strongly agreed, contrasting with 7.1% who disagreed. Such perceptions of fairness in workload distribution are crucial, as highlighted in the literature, where poor work allocation is a source of stress (Iskamto, 2021).

When discussing achievable targets, responses were split, with 33.1% agreeing and 5.9% strongly disagreeing, reflecting a tension between expectation and reality that could exacerbate workplace pressure. This aligns with Shane's (2010) argument that unrealistic demands often contribute to stress in employees.

Concerns about family time were evident, with 17.8% of respondents strongly disagreeing that they have enough, indicating a potential conflict between work responsibilities and personal lives. This resonates with the literature, which cites family conflicts as significant contributors to stress (Iskamto, 2021).

Similarly, the ability to relax after work garnered mixed responses, with 34.9% affirming sufficient downtime, yet 11.8% strongly disagreed. This highlights a possible disconnect between work responsibilities and personal recovery time, a factor that Daniel (2020) notes can lead to increased stress levels.

The findings also underscore significant fatigue, with 35.5% agreeing that they often experience it, suggesting an ongoing challenge for many employees. The mixed opinions on life balance—34.9% agreeing with 13.6% strongly disagreeing—indicate that while some employees feel they maintain a healthy balance, a notable portion does not, aligning with Panigrahi's (2016) findings that poor organizational support exacerbates employee stress.

Respondents showed a concerning degree of stress related to their jobs, with 21.9% strongly agreeing they often feel stressed. This confirms the literature's stance on the harmful impacts of stress on performance and overall well-being (Daniel, 2020; Yahaya et al., 2019).

The findings on work overload and feelings of being overwhelmed suggest a disconnect between workload expectations and actual capacity, with 32.0% strongly disagreeing that they have enough time to complete their work, indicating serious time management issues. This ties back into existing research that outlines how excessive workloads can lead to decreased performance and job satisfaction.

The high percentage of respondents (39.6%) who disagree that work overload affects their performance versus the 17.2% who agreed reveals a significant divide in perception, suggesting that many may not recognize the extent to which their stress impacts their efficacy. Stress from work, as indicated by 34.3% of respondents, poses a critical barrier to optimal performance, corroborating findings from Ismail et al. (2015) regarding the detrimental effects of stress on job performance.

Lastly, the acknowledgment that working under pressure contributes substantially to stress (26.6% strongly agreeing, 16.0% strongly disagreeing) highlights a critical area for intervention by management, as emphasized by Panigrahi (2016). This suggests that organizational leaders must

actively address workload distribution, employee morale, and stress management to mitigate these issues and enhance overall workforce performance.

A descriptive analysis was done to determine how indicators of work stress relate with work performance among the respondents and Table 10 shows the results.

**Table 10 Work Stress and Work Performance**

|             |                               |                      | Work performance    |                    |                           | Total  |
|-------------|-------------------------------|----------------------|---------------------|--------------------|---------------------------|--------|
|             |                               |                      | Job dissatisfaction | Increased turnover | Declined work performance |        |
| Work stress | Stressful working environment | Count                | 31                  | 54                 | 7                         | 92     |
|             |                               | % within Work stress | 33.7%               | 58.7%              | 7.6%                      | 100.0% |
|             | Overload                      | Count                | 23                  | 34                 | 20                        | 77     |
|             |                               | % within Work stress | 29.9%               | 44.2%              | 26.0%                     | 100.0% |
| Total       |                               | Count                | 54                  | 88                 | 27                        | 169    |
|             |                               | % within Work stress | 32.0%               | 52.1%              | 16.0%                     | 100.0% |

Table 10 shows that among respondents who reported their working environment is stressful, 31 (33.7%) were not satisfied with their job, 54 (58.7%) reported increased turnover such as resignation and transfers, and 7 (7.6%) reported declined work performance due to lack of motivation. Of respondents who complained of overload of duties, 23 (29.9%) were not satisfied with their job, 34 (44.2%) reported increased turnover such as resignation and transfers, and 20 (26.0%) reported declined work performance due to lack of motivation. In summary, due to work stress, 54 (32.0%) respondents were not satisfied with their job, 88 (52.1%) reported increased turnover such as resignation and transfers, and 27 (16.0%) reported declined work performance due to lack of motivation.

The findings from the study indicate a significant relationship between work-related stress and various negative outcomes for employees, such as job dissatisfaction, increased turnover, and decreased work performance. Specifically, a substantial proportion of respondents who described their working environment as stressful reported being dissatisfied with their jobs, with about 33.7%

expressing discontent, while nearly 58.7% indicated they were considering resignations or transfers. Furthermore, a notable 7.6% of respondents acknowledged declining work performance, attributing it to a lack of motivation stemming from stress.

These results resonate strongly with the reviewed literature, which underscores that psychological factors, including work overload and environmental stressors, are major contributors to employee pressure and dissatisfaction. Iskanto (2021) highlights that issues such as unclear role definitions, excessive workloads, and inadequate support exacerbate stress levels within organizations, leading to feelings of insecurity among workers. This is particularly significant in high-stress professions like law enforcement, as noted by Shane (2010) and Yahaya et al. (2019), who assert that organizational environments are pivotal in determining employee stress levels.

Additionally, the findings align with the assertion by Panigrahi (2016) that the lack of management support can intensify stress, resulting in employees feeling undervalued, which, in turn, contributes to turnover intentions. The empirical evidence presented by Altidang (2020) complements these observations, indicating a negative correlation between stress and work performance. This suggests that, as stress levels rise, employee performance typically declines - a theme echoed in multiple studies, including those by Ismail et al. (2015) and Daniel (2020).

The overarching narrative presents a clear picture: work-related stress not only diminishes job satisfaction but also propels employees towards turnover and reduces their motivation and performance. The cumulative findings emphasize the critical role of managerial practices and supportive work environments in mitigating stress levels. Addressing employee stress through effective management strategies could enhance job satisfaction, reduce turnover, and bolster overall performance—underscoring that while moderate stress can drive productivity, excessive stress leads to detrimental outcomes for both employees and organizations.

To ascertain the significance of these findings, a Pearson correlation was performed at 0.05 significance level and the results are shown in Table 11.

**Table 11 Correlation between Work Stress and Work Performance**

|                  |                     | Work stress | Work performance |
|------------------|---------------------|-------------|------------------|
| Work stress      | Pearson Correlation | 1           | .164*            |
|                  | Sig. (2-tailed)     |             | .033             |
|                  | N                   | 169         | 169              |
| Work performance | Pearson Correlation | .164*       | 1                |
|                  | Sig. (2-tailed)     | .033        |                  |
|                  | N                   | 169         | 169              |

\*. Correlation is significant at the 0.05 level (2-tailed).

Table 11 indicates a statistically significant positive correlation between work stress and work performance ( $r = .164$ ,  $n = 169$ ,  $p = .033$ ). This suggests that as work stress increases, work performance tends to improve, albeit to a modest degree. The correlation coefficient of .164 suggests a weak positive relationship between the two variables. This correlation concludes that there is a significant association between work stress and work performance.

#### **4.4.2 Anger and Work Performance amongst Administration Police**

The second objective of this study was to investigate the extent to which anger affects work performance amongst the Administration Police at Police headquarters Nairobi Kenya. This subsection looks into the intricate relationship between anger and work performance, examining how this complex emotion in form of verbal and physical expressions influences decision-work performance within a high-stress environment. Table 12 presents responses regarding various factors related to anger in the workplace among police officers, capturing both the extent of anger experienced and the influence of workplace dynamics

Table 12 Responses to Anger at the Work Place

| Anger statement  | Not at all |      | Little extent |      | Moderate extent |      | Great extent |      | Very great extent |      | Missing |     | Total |       |
|--|------------|------|---------------|------|-----------------|------|--------------|------|-------------------|------|---------|-----|-------|-------|
|  | f          | %    | f             | %    | f               | %    | f            | %    | f                 | %    | f       | %   | f     | %     |
| The nature of the work you do makes you angry.   | 36         | 21.3 | 48            | 28.4 | 48              | 28.4 | 17           | 10.1 | 15                | 8.9  | 5       | 3.0 | 169   | 100.0 |
| You feel angry with colleagues who are not cooperative at work.                                    | 38         | 22.5 | 65            | 38.5 | 20              | 11.8 | 26           | 15.4 | 18                | 10.7 | 2       | 1.2 | 169   | 100.0 |
| You get angry with anything that does not appear pleasing to you.                                  | 67         | 39.6 | 42            | 24.9 | 17              | 10.1 | 22           | 13.0 | 14                | 8.3  | 7       | 4.1 | 169   | 100.0 |
| High levels of stress at work make you feel angry.   | 9          | 5.3  | 45            | 26.6 | 30              | 17.8 | 48           | 28.4 | 34                | 20.1 | 3       | 1.8 | 169   | 100.0 |
| Poor communication at the workplace makes you or colleagues get angry.                             | 22         | 13.0 | 36            | 21.3 | 23              | 13.6 | 45           | 26.6 | 38                | 22.5 | 5       | 3.0 | 169   | 100.0 |
| You get angry when you feel like you have limited control your work and decision-making processes. | 31         | 18.3 | 46            | 27.2 | 18              | 10.7 | 44           | 26.0 | 26                | 15.4 | 4       | 2.4 | 169   | 100.0 |
| Unfair treatment has been the cause of police officers getting angry when at work.                 | 29         | 17.2 | 13            | 7.7  | 13              | 7.7  | 61           | 36.1 | 50                | 29.6 | 3       | 1.8 | 169   | 100.0 |
| Toxic organizational structure in the police force has contributed to staffs getting angry.        | 14         | 8.3  | 31            | 18.3 | 12              | 7.1  | 37           | 21.9 | 70                | 41.4 | 5       | 3.0 | 169   | 100.0 |
| Police officers get angry due to personal issues they have.  | 7          | 4.1  | 60            | 35.5 | 13              | 7.7  | 50           | 29.6 | 34                | 20.1 | 5       | 3.0 | 169   | 100.0 |
| You have been able to manage anger levels at the workplace.  | 22         | 13.0 | 32            | 18.9 | 19              | 11.2 | 47           | 27.8 | 42                | 24.9 | 7       | 4.1 | 169   | 100.0 |
| The management has contributed to greater levels of anger among the police officers.               | 20         | 11.8 | 32            | 18.9 | 13              | 7.7  | 32           | 18.9 | 70                | 41.4 | 2       | 1.2 | 169   | 100.0 |

|  |    |      |    |      |    |      |    |      |    |      |    |      |     |       |
|--|----|------|----|------|----|------|----|------|----|------|----|------|-----|-------|
| Your station has put in place control measures to curb anger among police officers.  | 27 | 16.0 | 37 | 21.9 | 21 | 12.4 | 31 | 18.3 | 53 | 31.4 | 0  | 0    | 169 | 100.0 |
| Verbal expression among employees has affected the performance of police officers at work.   | 23 | 13.6 | 47 | 27.8 | 31 | 18.3 | 38 | 22.5 | 11 | 6.5  | 19 | 11.2 | 169 | 100.0 |
| Physical expression has been among anger expressions that have influenced the work performance among the police service taskforce. | 25 | 14.8 | 48 | 28.4 | 22 | 13.0 | 43 | 25.4 | 9  | 5.3  | 22 | 13.0 | 169 | 100.0 |
| The anger observers have been affected by the anger expressed by their colleagues, affecting their work performance.               | 40 | 23.7 | 40 | 23.7 | 39 | 23.1 | 36 | 21.3 | 14 | 8.3  | 0  | 0    |     |       |

Table 12 shows that regarding nature of work results in anger, majority of the respondents exhibit some degree of anger, with 49.7% expressing moderate to great anger, while 49.7% feel anger to a lesser extent. Regarding feelings of anger towards uncooperative colleagues, 61.0% report experiencing anger at moderate to great levels, indicating a significant impact of teamwork dynamics on emotions. The statement about getting angry at unpleasing things shows that nearly 64.5% of respondents feel anger to a lesser extent, suggesting a tendency for aesthetic and environmental factors to influence emotional responses. High work stress results in anger for 48.5% of respondents, highlighting the emotional burden of stress at work. A notable 49.1% of police officer respondents reflect moderate to great anger due to poor communication, again emphasizing the critical role of communication in workplace satisfaction and emotional states. Anger linked to limited control appears significant, with 41.4% reporting moderate to great anger levels, which may point to feelings of helplessness affecting morale and work dynamics. A considerable segment, 65.7%, acknowledges experiencing anger due to perceived unfair treatment, underlining the importance of fair practices in maintaining workplace harmony. The data suggests that a toxic workplace contributes to significant levels of anger, with 63.3% indicating anger to moderate or greater extents, again reflecting on the organizational climate's impact. When personal issues are considered, 59.7% report moderate to great anger, indicating that external factors significantly influence workplace emotions. On a more positive note, 52.7% of respondents report being able to manage their anger effectively at work. The perception that management contributes to increased anger is noted by 60.3%, emphasizing the need for effective leadership strategies. While 49.7% acknowledge that their station has implemented control measures to curb anger, the remaining percentage reflects a lack of comprehensive strategies. Affects on performance due to

verbal expression are evident, as 62.0% experience moderate to great impacts. Similarly, the physical expression of anger influences work performance for 53.7% of officers, hinting at the broad implications of emotional expressions on organizational effectiveness. Finally, the observations of anger expressed by colleagues affect the work performance of 70.5%, indicating a spillover effect that impacts workplace morale and productivity. In summary, the responses show widespread feelings of anger among police officers linked to various workplace factors such as stress, communication, and management, all of which consequently affect overall job performance.

These findings align well with studies that underscore how anger can emerge from unfulfilled expectations in workplace settings, as posited by Gibson et al. (2009). The sense of anger stemming from poor communication is particularly notable; nearly half of the police officers express that ineffective communication leads to significant anger, again supporting Geddes and Callister's (2007) assertion that anger can erode trust and foster conflict within organizations. Interestingly, while a majority experience moderate to high levels of anger, over half (52.7%) report an ability to manage their anger effectively at work, suggesting that some employees develop coping mechanisms which could mitigate the negative impacts of anger on job performance. This management is crucial, as the findings show that verbal and physical expressions of anger significantly impact work performance; 62% and 53.7%, respectively, indicate such expressions lead to noticeable effects on their ability to work effectively. These observations echo the research by Van Kleef and Cote (2007), which establishes a connection between observed anger in others and decreased performance, heightening stress and diminishing focus on relevant tasks.

The findings illustrate that not only does the individual's anger influence their performance, but the collective emotional atmosphere, characterized by observable anger, deeply affects workplace morale and productivity. With 70.5% of respondents acknowledging the impact of colleagues'

anger on their work performance, there is a clear spillover effect that can exacerbate tension and reduce overall job satisfaction, in line with Geddes and Callister's insights into the broader implications of anger expression.

A descriptive analysis was done to determine how indicators of anger relate with work performance among the respondents and Table 13 shows the results.

**Table 13 Anger and Work Performance**

|       |                |                | Work performance    |                    |                           |        |
|-------|----------------|----------------|---------------------|--------------------|---------------------------|--------|
|       |                |                | Job dissatisfaction | Increased turnover | Declined work performance | Total  |
| Anger | Verbal anger   | Count          | 40                  | 61                 | 9                         | 110    |
|       |                | % within Anger | 36.4%               | 55.5%              | 8.2%                      | 100.0% |
|       | Physical anger | Count          | 14                  | 27                 | 18                        | 59     |
|       |                | % within Anger | 23.7%               | 45.8%              | 30.5%                     | 100.0% |
| Total |                | Count          | 54                  | 88                 | 27                        | 169    |
|       |                | % within Anger | 32.0%               | 52.1%              | 16.0%                     | 100.0% |

Table 13 shows that among respondents who reported that they experience verbal anger, 40 (36.4%) were not satisfied with their job, 61 (55.5%) reported increased turnover such as resignation and transfers, and 9 (8.2%) reported declined work performance due to lack of motivation. Of respondents who experience physical anger, 14 (23.7%) were not satisfied with their job, 27 (45.8%) reported increased turnover such as resignation and transfers, and 18 (30.5%) reported declined work performance due to lack of motivation.

The findings regarding the impact of verbal and physical anger on job satisfaction, turnover rates, and work performance reveal significant correlations that resonate with existing literature on the role of anger in workplace dynamics. Specifically, among respondents experiencing verbal anger, a substantial percentage reported dissatisfaction with their jobs, which aligns with Gibson et al. (2009) who note that unfulfilled expectations often lead to anger in organizational settings. The

finding indicates that 36.4% of those experiencing verbal anger were not satisfied with their jobs, echoing the literature's assertion that anger can stem from unmet professional expectations.

Moreover, the high turnover rates observed among respondents where 55.5% of those experiencing verbal anger reported resignations or transfers highlight the disruptive consequences of unresolved anger in the workplace. This finding supports Geddes and Callister (2007), who argue that expressing anger can lead to deterioration of trust and heightened conflict, ultimately jeopardizing employee retention. The 8.2% reporting declines in performance due to lack of motivation further illustrates how pervasive anger can undermine an individual's drive and effectiveness at work, corroborating the assertion that the expression of anger negatively affects job performance.

In contrast, the respondents experiencing physical anger illustrated a slightly different pattern: while 23.7% expressed job dissatisfaction and 45.8% indicated increased turnover, a notable 30.5% reported a decline in performance due to motivation loss. This can be interpreted in line with Geddes and Callister's view, which emphasizes that physical expressions of anger, such as aggression, may provoke a more immediate and visceral reaction among employees, further exacerbating feelings of threat and stress in the workplace. These emotional reactions can lead not just to individual performance issues but also impact the overall workplace climate by instigating a culture of fear and defensiveness.

In observing colleagues' anger, employees often experience stress and fear, affecting their motivation and performance. This aligns with Van Kleef and Cote (2007), who found that observed anger can lead to negative emotions and decreased performance in interpersonal contexts such as negotiation tasks.

To ascertain the significance of these findings, a Pearson correlation was performed at 0.05 significance level and the results are shown in Table 14.

**Table 14 Correlation between Anger and Work Performance**

|                  |                     | Anger  | Work performance |
|------------------|---------------------|--------|------------------|
| Anger            | Pearson Correlation | 1      | .247**           |
|                  | Sig. (2-tailed)     |        | .001             |
|                  | N                   | 169    | 169              |
| Work performance | Pearson Correlation | .247** | 1                |
|                  | Sig. (2-tailed)     | .001   |                  |
|                  | N                   | 169    | 169              |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 14 indicates a statistically significant positive correlation between anger and work performance,  $r(167) = .247$ ,  $p < .01$ . This suggests that as levels of anger increase, work performance tends to also increase. These findings suggest that the relationship between anger and work performance is not trivial, with the moderate correlation indicating that anger plays a role in influencing work performance among police officers.

#### **4.4.3 Sleep Deprivation and Work Performance among Police Officers**

Objective three sought to examine the relationship between sleep deprivation and work performance among police officers at Nairobi Police headquarters. This sub-section examines how various forms of deprivation, including sleep quality, excessive daytime sleeplessness and increased movement during sleep time work performance of officers. Table 15 presents the results of the responses regarding sleep deprivation issues related to their work performance.

**Table 15 Responses to Sleep Deprivation at the Work Place**

| Sleep deprivation statement   | Strongly disagree |      | Disagree |      | Weakly agree |      | Agree |      | Strongly agree |      | Missing |     | Total |       |
|---|-------------------|------|----------|------|--------------|------|-------|------|----------------|------|---------|-----|-------|-------|
|   | f                 | %    | f        | %    | f            | %    | f     | %    | f              | %    | f       | %   | f     | %     |
| There is a high rate sleep deprivation among the night shift police officers.                   | 36                | 21.3 | 49       | 29.0 | 19           | 11.2 | 30    | 17.8 | 30             | 17.8 | 5       | 3.0 | 169   | 100.0 |
| You leave work late and wake up early for work.   | 38                | 22.5 | 34       | 20.1 | 33           | 19.5 | 42    | 24.9 | 21             | 12.4 | 1       | .6  | 169   | 100.0 |
| You find difficulties to sleep when you get to bed.   | 30                | 17.8 | 43       | 25.4 | 37           | 21.9 | 48    | 28.4 | 9              | 5.3  | 2       | 1.2 | 169   | 100.0 |
| Long hours of work contribute to sleep deprivation at your workplace.                           | 35                | 20.7 | 48       | 28.4 | 24           | 14.2 | 41    | 24.3 | 18             | 10.7 | 3       | 1.8 | 169   | 100.0 |
| Lack has contributed to low productivity among the police officers in your station.             | 42                | 24.9 | 37       | 21.9 | 29           | 17.2 | 36    | 21.3 | 23             | 13.6 | 2       | 1.2 | 169   | 100.0 |
| High levels of work-related stress are a cause of sleep disorder among the police officers.     | 19                | 11.2 | 30       | 17.8 | 25           | 14.8 | 51    | 30.2 | 44             | 26.0 |         |     | 169   | 100.0 |
| You are knowledgeable about the patterns of health sleep.                                       | 5                 | 3.0  | 32       | 18.9 | 39           | 23.1 | 53    | 31.4 | 40             | 23.7 |         |     | 169   | 100.0 |
| Lack of sleep is negatively affecting your work performance.                                    | 10                | 5.9  | 21       | 12.4 | 29           | 17.2 | 62    | 36.7 | 47             | 27.8 |         |     | 169   | 100.0 |
| There are high rates of absenteeism at work because of officers experiencing sleep deprivation. | 4                 | 2.4  | 19       | 11.2 | 23           | 13.6 | 58    | 34.3 | 65             | 38.5 |         |     | 169   | 100.0 |
| Your lack of sleep causes significant distress at work.   | 25                | 14.8 | 27       | 16.0 | 25           | 14.8 | 51    | 30.2 | 41             | 24.3 |         |     | 169   | 100.0 |

|  |    |     |    |      |    |      |    |      |    |      |   |    |     |       |
|--|----|-----|----|------|----|------|----|------|----|------|---|----|-----|-------|
| Daytime sleepless reduces your productivity at work.   | 12 | 7.1 | 17 | 10.1 | 27 | 16.0 | 67 | 39.6 | 45 | 26.6 | 1 | .6 | 169 | 100.0 |
| The management has put in place control measures to address issues of lack of sleep among police officers.                 | 16 | 9.5 | 21 | 12.4 | 15 | 8.9  | 58 | 34.3 | 58 | 34.3 | 1 | .6 | 169 | 100.0 |
| Low sleep quality has contributed to low work performance among police officers at NPS headquarters, Nairobi.              | 9  | 5.3 | 13 | 7.7  | 21 | 12.4 | 58 | 34.3 | 67 | 39.6 | 1 | .6 | 169 | 100.0 |
| Excessive daytime sleeplessness has negatively affected the performance of police officers at NPS headquarters, Nairobi.   | 7  | 4.1 | 13 | 7.7  | 29 | 17.2 | 68 | 40.2 | 51 | 30.2 | 1 | .6 | 169 | 100.0 |
| Increased movement during sleep time has a negative association with work performance among the police staff at workplace. | 8  | 4.7 | 16 | 9.5  | 28 | 16.6 | 62 | 36.7 | 54 | 32.0 |   |    | 169 | 100.0 |

Table 15 indicates that a significant sentiment among officers regarding sleep deprivation, with 50% (combining 'Agree' and 'Strongly Agree') acknowledging a high rate of sleep deprivation among night shift police officers. Regarding the impact of work schedules on sleep, 37.3% of respondents agree or strongly agree that they leave work late and wake up early, pointing to their challenging working hours. A noteworthy 33.7% of officers experience difficulty sleeping when they get to bed, suggesting that transitioning to sleep post-shift is a challenge. A majority (34.9%) agree that long working hours contribute to sleep deprivation, highlighting the demanding nature of their jobs. The acknowledgment of sleep deprivation's contribution to low productivity is high, with approximately 45% agreeing or strongly agreeing that lack of sleep negatively affects their work performance. A significant number (56.2%) believe that high levels of work-related stress are linked to sleep disorders, indicating a clear relationship between stress and sleep quality. Responses suggest that while a smaller percentage (55.1%) reported knowledge about healthy sleep patterns, a considerable portion remains uninformed. The perception of absenteeism due to sleep deprivation is strong, as 72.8% agree that there are high rates of absenteeism for this reason. The results indicate that around 54.5% of officers feel that their lack of sleep causes significant distress at work. A notable 66.2% attribute reduced productivity at work to daytime sleeplessness, underscoring the relevance of sleep quality to overall work outputs. Interestingly, only 68.6% feel that the management has effectively implemented measures to address sleep deprivation, indicating potential areas for organizational improvement. There is consensus among respondents that low sleep quality negatively impacts work performance, with 74% supporting this view. The impact of excessive daytime sleeplessness on officer performance is also echoed by 70.4% of respondents who agree that it has adversely affected their work. Lastly, 68.7% recognize a negative

association between increased movement during sleep and work performance, pointing to underlying issues that may affect sleep quality.

These findings reveal a troubling sentiment among police officers, particularly those working night shifts, regarding sleep deprivation and its impact on their well-being and job performance. With 50% of respondents acknowledging significant sleep deprivation, it's clear that this issue is pervasive within the force. This aligns closely with existing literature highlighting the detrimental effects of sleep disorders, such as insomnia and shift work sleep disorder (SWSD), which are notably pronounced among shift workers, including police officers (Yadzi et al., 2014; Reynolds et al., 2024).

The findings indicate that a substantial 37.3% of officers feel the pressure of challenging work schedules, as they report regularly leaving work late and waking up early. This dissonance between work hours and natural sleeping patterns can lead to difficulties falling asleep after shifts, as noted by 33.7% of respondents. These findings resonate with the broader research indicating that irregular sleep schedules, characteristic of shift work, contribute to poor sleep quality and increased sleep complaints (Yadzi et al., 2014).

Moreover, the acknowledgment that long working hours exacerbate sleep deprivation (34.9% agreement) reinforces the idea that the inherent demands of police work place officers at a higher risk for sleep-related issues. The reported belief that sleep deprivation negatively affects productivity (45%) further emphasizes the critical link between adequate sleep and job performance, supporting findings that insufficient sleep can diminish cognitive function and overall efficiency at work (Slats et al., 2013).

A significant concern arises from the 56.2% of officers who relate high levels of work-related stress to sleep disorders, reflecting the complex interplay between stressors and sleep quality. This

aligns with Bazrafshan et al. (2019), who found that individuals with sleep disorders are at greater risk of developing depression, indicating that the mental health repercussions of inadequate sleep can severely impede workplace efficacy.

A descriptive analysis was done to determine how indicators of sleep deprivation relate with work performance among the respondents and Table 16 shows the results.

**Table 16 Sleep Deprivation and Work Place Performance**

|                            |                                      |                            | Work performance    |                    |                           |        |
|----------------------------|--------------------------------------|----------------------------|---------------------|--------------------|---------------------------|--------|
|                            |                                      |                            | Job dissatisfaction | Increased turnover | Declined work performance | Total  |
| Sleep deprivation          | Sleep quality                        | Count                      | 29                  | 49                 | 5                         | 83     |
|                            |                                      | % within Sleep deprivation | 34.9%               | 59.0%              | 6.0%                      | 100.0% |
|                            | Excessive daytime sleepiness         | Count                      | 24                  | 28                 | 5                         | 57     |
| % within Sleep deprivation |                                      | 42.1%                      | 49.1%               | 8.8%               | 100.0%                    |        |
|                            | Increased movement during sleep time | Count                      | 1                   | 11                 | 17                        | 29     |
|                            |                                      | % within Sleep deprivation | 3.4%                | 37.9%              | 58.6%                     | 100.0% |
| Total                      | Count                                |                            | 54                  | 88                 | 27                        | 169    |
|                            | % within Sleep deprivation           |                            | 32.0%               | 52.1%              | 16.0%                     | 100.0% |

Table 16 shows that among respondents who reported that they sleep quality issues, 29 (34.9%) were not satisfied with their job, 49 (59.0%) reported increased turnover such as resignation and transfers, and 5 (6.0%) reported declined work performance due to lack of motivation. Of respondents who complained of excessive daytime sleepiness, 24 (42.1%) were not satisfied with their job, 28 (49.1%) reported increased turnover such as resignation and transfers, and 5 (8.8%) reported declined work performance due to lack of motivation. For respondents who experienced increased movement during sleep time, 1 (3.4%) was not satisfied with their job, 11 (37.9%) reported increased turnover such as resignation and transfers, and 17 (58.6%) reported declined work performance due to lack of motivation.

These findings indicates that respondents who reported poor sleep quality displayed notable dissatisfaction with their jobs, with approximately 34.9% of those experiencing sleep quality

problems feeling unsatisfied at work. This proportion increases to 42.1% among individuals facing excessive daytime sleepiness. Such dissatisfaction may suggest that sleep quality directly impacts how engaged and content employees feel in their roles, a connection also noted by Slats et al. (2013), who emphasize the importance of sleep for overall well-being and job performance.

Moreover, the reported increase in turnover further illustrates the potential organizational costs associated with sleep-related problems. This aligns with Yadzi et al. (2014), who identify a prevalence of sleep disorders among shift workers, suggesting that the irregular work hours could exacerbate issues related to depression and job performance.

The findings about decreased work performance due to lack of motivation are also telling, with 6.0% of respondents citing this concern in relation to poor sleep quality, and a concerning 8.8% among those experiencing excessive daytime sleepiness. This finding resonates with Bazrafshan et al. (2019), who found that sleep disorders not only elevate the risk of depression but also render employees less competent in their work roles.

Interestingly, the finding regarding respondents who experienced increased movement during sleep suggest a lesser degree of connection to job dissatisfaction, turnover, or poor performance, hinting that not all sleep disturbances uniformly affect these issues. Here, only 3.4% reported job dissatisfaction, while a more significant number (58.6%) noted a decline in work performance due to lack of motivation.

To ascertain the significance of these findings, a Pearson correlation was performed at 0.05 significance level and the results are shown in Table 17.

Table 17: Correlation between Sleep Deprivation and Work Place Performance

**Table 17 Correlation between Sleep Deprivation and Work Place Performance**

|                   |                     | Sleep deprivation | Work performance |
|-------------------|---------------------|-------------------|------------------|
| Sleep deprivation | Pearson Correlation | 1                 | .368**           |
|                   | Sig. (2-tailed)     |                   | .000             |

|                  |                     |        |     |
|------------------|---------------------|--------|-----|
|                  | N                   | 169    | 169 |
| Work performance | Pearson Correlation | .368** | 1   |
|                  | Sig. (2-tailed)     | .000   |     |
|                  | N                   | 169    | 169 |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 17 shows that the correlation between sleep deprivation and work performance is,  $r(167) = .368, p < .01$ . This suggests that as sleep deprivation increases, work performance tends to also increase, though it is important to note that higher levels of sleep deprivation generally lead to lower work performance



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary, conclusions, recommendations, and suggestions for further studies. It synthesizes the findings related to the objectives of the study, highlighting the significant impacts of stress, anger, and deprivation on the work performance of Administration Police Officers. By articulating the insights gained from the findings, this chapter not only underscores the critical interplay between psychological factors and operational efficacy but also provides actionable recommendations aimed at enhancing officer well-being and performance. The implications of these findings are essential for policymakers and police management to cultivate a supportive work environment that fosters optimal performance in the challenging context of law enforcement.

#### 5.2 Summary of the Findings

This section presents a summary of the key findings in this study. The insights gained from this study not only highlight the unique challenges faced by police officers in a high-pressure environment but also underline the critical role of psychological well-being in enhancing operational effectiveness.

##### 5.2.1 Stress and Work Performance

The first objective was to determine how stress affects work performance among Administration Police Officers at Police headquarters Nairobi Kenya. The study assessed how stress affects the work performance of Administration Police Officers at the Police Headquarters in Nairobi, Kenya. Officers encounter various stressors, including long working hours, exposure to traumatic situations, and heavy workloads.

Key findings reflect a significant degree of concern among officers regarding work-related stress. Majority of the respondents expressed feelings of fatigue (35.5%), dissatisfaction with work allocation (32.0%), and inadequate time for personal activities (34.3%). Notably, stress was perceived to negatively impact overall job performance, with 39.6% of respondents blaming work overload. Significant correlation analysis revealed a weak positive relationship between work stress and performance, indicating that as stress levels increased, performance might also improve marginally ( $r = .164$ ,  $p = .033$ ). Nonetheless, the implications suggest that while stress could stimulate some aspects of performance, overall, operational efficiency is threatened by excessive stress.

### **5.2.2 Anger and Work Performance**

The second objective explored the effects of anger on work performance among officers. Key findings indicate a pervasive presence of anger influenced by the nature of work and organizational climate. A considerable 61% reported feeling angry towards uncooperative colleagues, while 49.7% experienced significant anger related to perceived unfair treatment.

The findings also reveal that 36.4% of those experiencing verbal anger reported job dissatisfaction, and a significant 55.5% noted increased turnover intentions. Conversely, physical expressions of anger correlated with a slightly different impact on performance, where 30.5% reported declines due to lack of motivation. Correlation analysis confirmed a significant positive relationship between anger and performance ( $r = .247$ ,  $p < .01$ ), indicating that increased anger levels may drive performance but could potentially lead to negative workplace dynamics.

### **5.2.3 Sleep Deprivation and Work Performance**

The third objective was to examine the relationship between deprivation and work performance among police officers at Nairobi Police headquarters. Key findings highlight that 50% of respondents acknowledged high rates of sleep deprivation, which strongly correlated with productivity declines. A notable 45% agreed that sleep deprivation adversely affected work performance, while 56.2% linked high-stress levels to sleep disorders.

The findings also revealed that 34.9% of officers with sleep quality issues expressed dissatisfaction with their jobs, with higher dissatisfaction (42.1%) among those experiencing excessive daytime sleepiness. Pearson correlation analysis indicated a significant negative correlation ( $r = .368, p < .01$ ) between sleep deprivation and work performance, confirming that increased sleep deprivation aligns with reduced work effectiveness.

### **5.3 Conclusions of the Study**

This study provides crucial insights into the factors influencing work performance among Administration Police Officers at the Police Headquarters in Nairobi, Kenya.

#### **5.3.1 Stress and Work Performance**

The study underscores the detrimental impact of workplace stress, characterized by long working hours, exposure to traumatic incidents, and the pressure to meet demanding targets. Officers reported feelings of overwhelm, fatigue, and significant dissatisfaction related to their workload and work-life balance. This overwhelming pressure correlates directly with diminished work performance, increased turnover intentions, and overall job dissatisfaction.

### **5.3.2 Anger and Work Performance**

The findings indicate that anger is a substantial emotional barrier affecting work performance. Officers frequently experience anger triggered by uncooperative colleagues, poor communication, and perceived unfair treatment, which not only heightens stress levels but also impacts team dynamics and collaborative efforts. Verbal and physical expressions of anger were reported to adversely impact job performance, highlighting the urgent need for effective communication strategies and conflict resolution practices within the police force. The acknowledgment of anger management capacity among officers points toward the potential effectiveness of training programs focused on emotional intelligence, particularly in high-stress environments.

### **5.3.3 Sleep Deprivation and Work Performance**

Sleep deprivation among officers, particularly those on night shifts, presents a critical challenge affecting their productivity and mental health. The contributing factors of poor sleep quality, excessive daytime sleepiness, and irregular work hours are directly linked to lower work performance and heightened absenteeism. These findings stress the importance of organizational interventions, such as scheduling adjustments, awareness programs about healthy sleep practices, and wellness initiatives aimed at fostering better sleep hygiene. Addressing sleep deprivation is essential not just for the officers' health but also for the operational effectiveness of the police force.

## **5.4 Recommendations of the Study**

Based on the findings from this study, the following recommendations can be made to improve work performance among police officers at Police headquarters Nairobi Kenya:

1. Develop and implement comprehensive wellness programmes aimed at reducing stress and

improving mental health. These programs could include stress management workshops, counseling services, and resilience training to help officers cope with the unique pressures of their roles.

2. Conduct an assessment of the workload distribution and time management practices within the Administration Police department. By ensuring a more equitable distribution of responsibilities, the department can alleviate feelings of overwhelm and stress, which directly impacts work performance.
3. Foster an organizational culture that promotes open communication among officers. Training in effective communication and conflict resolution can alleviate anger stemming from misunderstandings and non-cooperative behavior among colleagues.
4. Encourage leaders within the police force to adopt supportive management practices that consider the emotional well-being of officers. Regular check-ins and feedback opportunities can help management identify stressors early and take proactive steps to address them.
5. Review and adjust work schedules, especially for night shift officers, to minimize the adverse effects of sleep deprivation. Strategies like shift rotations or more flexible work hours can enhance officers' sleep quality and overall job satisfaction.
6. Implement educational campaigns focused on the importance of sleep hygiene and its relation to work performance. Providing resources about healthy sleep patterns can empower officers to take actionable steps to improve their sleep quality.
7. Establish regular mental health screenings to identify officers who may be struggling with stress, anger, or sleep-related issues. Providing timely mental health support can mitigate long-term consequences on performance.
8. Promote physical fitness and wellness activities that can help alleviate stress, such as yoga, team

sports, or fitness challenges. Physical activity has been shown to boost mood and improve overall mental well-being.

9. Develop a peer support program where officers can share experiences and coping strategies. This informal support network can foster camaraderie and provide an outlet for discussing stressors in a safe environment.

By addressing these recommendations, the Administration Police can enhance the well-being of their officers, improve job satisfaction, and subsequently increase work performance. Such initiatives will contribute to a healthier work environment that values the mental and emotional health of its employees.

### **5.5 Suggestions for Future Research**

Based on these findings, this study suggests the following further studies:

1. Explore the impact of specific stress management and resilience training programs within police departments. Research could evaluate the effectiveness of workshops, mindfulness training, and peer support programs on reducing stress and improving emotional regulation, thereby enhancing work performance.
2. Conduct comparative studies between police officers in different regions or countries to assess how cultural, structural, and policy factors influence stress, anger, and sleep issues. This could identify best practices and successful strategies implemented in varying contexts.

3. Develop predictive models to identify key indicators of work performance declines based on levels of perceived stress, sleep deprivation, and expressions of anger. Such models could aid in proactive management strategies within police organizations.
4. Explore how organizational culture, leadership styles, and support systems within police forces influence officers' stress levels, anger management, and overall job performance. Understanding these dynamics can inform policy recommendations for better management practices.
5. Consider studying how police officers' family dynamics and social support networks impact their ability to cope with work-related stress and anger. Understanding these relationships may highlight the importance of community support in enhancing officer well-being.
6. Explore the role of emotional regulation strategies in managing stress and anger among police officers. Investigating individual coping mechanisms and their effectiveness could lead to tailored interventions to improve emotional resilience.
7. Collaborate with mental health professionals to examine how psychological principles can enhance existing training programs for police officers. Merging insights from psychology, organizational behavior, and law enforcement training could foster a more comprehensive approach to managing workplace stressors.

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## Appendix

### Appendix 1: Questionnaire

#### **Section A: Demographic Information:**

1. Your gender: Male [ ] Female [ ]

2. Your work experience

Below 1 Year [ ]

2-4yrs [ ]

5-9 Years [ ]

10 - 14 years [ ]

Over- 15 years [ ]

3. What is your highest level of education?

Secondary [ ]

Diploma [ ]

Bachelors' [ ]

Postgraduate [ ]

Others (specify).....

4. Which position do you hold at the work station?

.....

.....

.....

#### **Section B: Stress**

5. To what extent do you agree or disagree with the following statements. Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

| No. | Statement  | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1   | You are satisfied with the amount of work assigned to you.   |   |   |   |   |   |
| 2   | The amount of work allocated to you is appropriate.  |   |   |   |   |   |
| 3   | The targets given to me are achievable.  |   |   |   |   |   |
| 4   | You have time to bond with your family.  |   |   |   |   |   |
| 5   | You get enough time to relax and rest after work.  |   |   |   |   |   |
| 6   | You have a good life balance.  |   |   |   |   |   |
| 7   | You experience fatigue often.  |   |   |   |   |   |
| 8   | You work manageable number of hours.   |   |   |   |   |   |
| 9   | You have enough time to complete the work assigned to you.   |   |   |   |   |   |
| 10  | Your job makes you feel stressed.  |   |   |   |   |   |
| 11  | You feel overwhelmed due to being given too many responsibilities.   |   |   |   |   |   |
| 12  | Work performance of police officers has been negatively influenced by work overload-related stress.        |   |   |   |   |   |
| 13  | Stress resulting from working under stress has negatively affected work performance among police officers. |   |   |   |   |   |
| 14  | Working under pressure has been a leading cause of stress among police officers.                           |   |   |   |   |   |
| 15  | Work stress has affected the overall performance of the police service department.                         |   |   |   |   |   |

**Section C: Anger**

6. To what extent does anger affect your work performance?

Not at all [ ] little extent [ ] moderate extent [ ] great extent [ ] very great extent [ ]

| No. | Statement  | Not<br>at All | Little<br>Extent | Moderate<br>Extent | Great<br>Extent | Very<br>Great<br>Extent |
|-----|--|---------------|------------------|--------------------|-----------------|-------------------------|
| 1.  | The nature of the work you do makes you angry.                         |               |                  |                    |                 |                         |
| 2.  | You feel angry with colleagues who are not cooperative at work.        |               |                  |                    |                 |                         |
| 3.  | You get angry with anything that does not appear pleasing to you.      |               |                  |                    |                 |                         |
| 4.  | High levels of stress at work make you feel angry.                     |               |                  |                    |                 |                         |
| 5.  | Poor communication at the workplace makes you or colleagues get angry. |               |                  |                    |                 |                         |
| 6.  | You get angry when you feel like you have limited control              |               |                  |                    |                 |                         |

|     |   |  |  |  |  |  |
|-----|---|--|--|--|--|--|
|     | your work and decision-making processes.  |  |  |  |  |  |
| 7.  | Unfair treatment has been the cause of police officers getting angry when at work.          |  |  |  |  |  |
| 8.  | Toxic organizational structure in the police force has contributed to staffs getting angry. |  |  |  |  |  |
| 9.  | Police officers get angry due to personal issues they have.                                 |  |  |  |  |  |
| 10. | You have been able to manage anger levels at the workplace.                                 |  |  |  |  |  |
| 11. | The management has contributed to greater levels of anger among the police officers.        |  |  |  |  |  |
| 12. | Your station has put in place control measures to curb anger among police officers.         |  |  |  |  |  |
| 13. | Verbal expression among employees has affected the  |  |  |  |  |  |

|     |  |  |  |  |  |  |
|-----|--|--|--|--|--|--|
|     | performance of police officers at work.  |  |  |  |  |  |
| 14. | Physical expression has been among anger expressions that have influenced the work performance among the police service taskforce. |  |  |  |  |  |
| 15. | The anger observers have been affected by the anger expressed by their colleagues, affecting their work performance.               |  |  |  |  |  |

**Section D: Sleep deprivation**

7. Do you agree or disagree with the following statements? Use a scale of 1-5 where **1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.**

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|-----|-----------|---|---|---|---|---|
|-----|-----------|---|---|---|---|---|

|     |  |  |  |  |  |  |
|-----|--|--|--|--|--|--|
| 1.  | There is a high rate sleep deprivation among the night shift police officers.                              |  |  |  |  |  |
| 2.  | You leave work late and wake up early for work.  |  |  |  |  |  |
| 3.  | You find difficulties to sleep when you get to bed.  |  |  |  |  |  |
| 4.  | Long hours of work contribute to sleep deprivation at your workplace.                                      |  |  |  |  |  |
| 5.  | Lack has contributed to low productivity among the police officers in your station.                        |  |  |  |  |  |
| 6.  | High levels of work-related stress are a cause of sleep disorder among the police officers.                |  |  |  |  |  |
| 7.  | You are knowledgeable about the patterns of health sleep.  |  |  |  |  |  |
| 8.  | Lack of sleep is negatively affecting your work performance.   |  |  |  |  |  |
| 9.  | There are high rates of absenteeism at work because of officers experiencing sleep deprivation.            |  |  |  |  |  |
| 10. | Your lack of sleep causes significant distress at work.  |  |  |  |  |  |
| 11. | Daytime sleepless reduces your productivity at work.   |  |  |  |  |  |
| 12. | The management has put in place control measures to address issues of lack of sleep among police officers. |  |  |  |  |  |

|     |  |  |  |  |  |  |
|-----|--|--|--|--|--|--|
| 13. | Low sleep quality has contributed to low work performance among police officers at NPS headquarters, Nairobi.              |  |  |  |  |  |
| 14. | Excessive daytime sleeplessness has negatively affected the performance of police officers at NPS headquarters, Nairobi.   |  |  |  |  |  |
| 15. | Increased movement during sleep time has a negative association with work performance among the police staff at workplace. |  |  |  |  |  |

### **Section E: Work Performance Factors**

8. To what extent do you agree or disagree with the following statements? Use a scale of 1-5 where 1= strongly disagree, 2= disagree, 3 weakly agree, 4=agree and 5=strongly agree.

| No. | Statement  | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | Your performance at work depends on the quality of sleep.                                  |   |   |   |   |   |
| 2.  | Lack of stress at work improves your work performance.                                     |   |   |   |   |   |
| 3.  | Your satisfaction with the amount of work assigned to you increases your work performance. |   |   |   |   |   |
| 4.  | Long hours of working negatively affect your productivity at work.                         |   |   |   |   |   |
| 5.  | Your efficiency level is low during the day.   |   |   |   |   |   |

|     |   |  |  |  |  |  |
|-----|---|--|--|--|--|--|
| 6.  | You have a supportive management and resources that contribute to your overall performance.                                 |  |  |  |  |  |
| 7.  | Health relationships at your place of work translate to improved work performance at work.                                  |  |  |  |  |  |
| 8.  | Your work performance is high when you feel you are meeting job requirements and responsibilities of your role.             |  |  |  |  |  |
| 9.  | Your performance at work is low when you are angry.   |  |  |  |  |  |
| 10. | You behave consistent and stable under stress.  |  |  |  |  |  |
| 11. | Conflicts at work affect your work performance.   |  |  |  |  |  |
| 12. | The workplace has several measures in place to motivate the officers.   |  |  |  |  |  |
| 13. | Low job satisfaction has lead to low work performance among police officers in the work station.                            |  |  |  |  |  |
| 14. | Increased turnover is one of the factors that has negatively contributed to poor work performance among the police staff.   |  |  |  |  |  |
| 15. | Withdrawal among the police workforce is among the psychological issue that has contributed to decline in work performance. |  |  |  |  |  |

**Section F: Other factors**

9. Do you think remunerations contribute to the psychological factors that police officers experience while at work?

- A) Yes                      B) No


Explain your answer.....

10. What at are some of the family-related issues that affect the work performance of police officers while at work?

.....



## Appendix 2: Ethics Review Approval

  
**Mount Kenya University**

REF: MKU/ISERC/4015 Date: 30 July 2024  
TO: CENTRINE SOPHY WASIKE  
REG: MCP/2021/78472

Dear Sir/Madam,


**RE: PSYCHOLOGICAL FACTORS INFLUENCING WORK PERFORMANCE AMONG POLICE OFFICERS BASED AT POLICE HEADQUARTERS, NAIROBI, KENYA**

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2943**. The approval period is **30/07/2024 - 29/07/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,  
  
**Dr. Alfred Owino, PhD**  
Chairman, Mount Kenya University ISERC

**MOUNT KENYA UNIVERSITY**  
**ETHICS REVIEW COMMITTEE**  
P. O. Box 342 - 01000  
THIKA

**MOUNT KENYA UNIVERSITY**  
P. O. Box 342 - 01000 THIKA  
**30 JUL 2024**  
**DIRECTOR**  
**Graduate Studies**  
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### Appendix 3: Introduction Letter





**THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)**  
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014


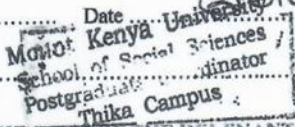
The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

**CONDITIONS OF THE RESEARCH LICENSE**

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
  - i. Endanger national security
  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
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15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

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Signature .....  ..... Date 2/6/2021  
Stamp ..... 

**PART IV: CONFIRMATION BY THE DEAN OF THE RELEVANT SCHOOL**

I hereby do confirm that the supervisor(s) appointed to oversee the candidate effect the corrections on the research proposal have done so as per the instructions of the candidate's evaluation panel.  
Any other remarks .....

..... OK. .....



Name of Dean Dr. Serah Kimaru  
Signature .....  ..... Date 3/6/2021  
School Stamp ..... 

**PART V: CLEARANCE BY THE UNIVERSITY ETHICAL REVIEW COMMITTEE (ERC)**

The candidate will be issued with a Certificate of Ethical Clearance by the Directorate of Research and Development.  
NB: Two (2) copies of the corrected/revised research proposal should accompany this Certificate of corrections

**PART VI: COMMENTS BY THE DEAN SCHOOL OF POSTGRADUATE STUDIES**

The candidate is granted/not granted permission to proceed to the field to collect data (delete where applicable)  
NB: One (1) copy of the corrected/revised research proposal should accompany this certificate of corrections

Name of Dean Dr. Samuel M. Kariuki  
(School of Postgraduate Studies)  
Signature .....  ..... Date 3/10/2021  
School Stamp ..... 

# Appendix 5: Similarity Report



## **CENTRINE SOPHY WASIKE MCP/2021/78472**

### **PSYCHOLOGICAL FACTORS INFLUENCING WORK PERFORMANCE AMONG POLICE OFFICERS BASED AT POLICE...**

- PROPOSALS
- MASTERS
- Mount Kenya University

---

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